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2002 Measurement Canada Organizational Climate Survey

Final Report

Prepared for

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TABLE OF CONTENTS

TABLE OF CONTENTS	iii
EXECUTIVE SUMMARY	v
Chapter 1	
INTRODUCTION	1
Chapter 2	
METHODOLOGY	3
2.1 Questionnaire Design	3
2.2 Sampling Strategy	4
2.3 Data Collection Operations	5
2.4 Data Weighting	6
2.5 Data Processing	7
2.6 Data Analysis	7
2.7 Limitations of this Research	7
Chapter 3	
ACHIEVEMENT OF OBJECTIVES	9
3.1 Job Satisfaction	9
3.2 Work Environment	13
3.3 Communications	16
3.4 Leadership	19
3.5 Values	22
3.6 Human Resource Management Practices	24

Chapter 4	
PRIORITIES FOR IMPROVEMENT	29
4.1 Main Issues	29
4.2 Priorities According to Staff Members	33
 APPENDIX A	
Questionnaire	37
 APPENDIX B	
Detailed tables	75
 APPENDIX C	
Respondent comments	147
Atlantic	149
Quebec	159
Ontario	170
Prairies	194
Pacific	203
Headquarters laboratories	210
Headquarters, divisions other than laboratories	220

EXECUTIVE SUMMARY

Methodology

This research was based on a Web survey of staff members. All employees were invited to complete the form between January 14 and February 6, 2002. Of the 351 employees of the Agency, 239 participated; this produced a response rate of 68%. *Ex post facto* weights were devised to bring the data back to the known population proportions according to work locations and occupational groups. The maximum sampling error is estimated at ± 3.6 percentage points in the worst, complete-sample case; sampling errors are wider for sub-samples.

The questionnaire focussed on 48 tactical Agency objectives grouped under six themes which also included an opportunity for respondents to indicate a priority for improvement and any other comments they may have had.

Measurement Canada became a full Special Operating Agency in 1999. The Agency considers that its success in delivering and supporting its programs and services depends on the talents, skills and motivations of its employees. Measurement Canada wanted to provide all employees with an opportunity to express their views on working with the Agency. Based on feedback relative to a series of tactical objectives pursued by the Agency, the responses would act as indicators of the level of achievement of its targets by the Agency. This assignment included the collection of satisfaction data from employees and the analysis of the data.

Objectives associated with the work environment and job satisfaction are best achieved (an average of 89% of respondents agreed with objectives statements in the first case and 82% in the second case). Leadership objectives (67%), human resource management practices (69%) and communications (70%) objectives lag behind, as do, to a certain degree, values objectives (73%).

According to these data, the Agency's strengths lie in the following areas (where 85% or more of respondents expressed agreement):

- safe work practices integrated in the workplace (95%);
- equipment contributing to doing the job safely (93%);
- employees who receive the training needed to do the job safely (92%);
- equipment contributing to doing the job effectively (91%);
- a flexible workplace which allows a balance between personal, family and work responsibilities (91%);
- staff who are satisfied with the health and safety programs (89%);
- a workforce satisfied with the working environment (89%);
- supervisors who deal with health and safety issues (89%);
- an appropriate use of official languages (86%);
- a clear understanding of roles and responsibilities (86%);
- an adequate office environment (86%).

The study also uncovered a series of areas where the corporate objectives are not met:

- a clear understanding of the Agency's directions (42%);
- a belief that the strategic direction will help fulfill the mandate (47%);
- managers who deal with problem employees effectively (50%);
- the staffing process (51%);
- promotions being awarded on merit (52%);
- communication between headquarters and the regions (52%);
- fairness in career development assignments (58%).

According to respondents, the Agency's main priorities for improvement should be:

- improving the understanding of the Agency's directions (selected by 35% of respondents);
- improving the work unit team spirit (29%);
- making staff feel valued as employees (28%);
- improving the understanding of everyone's role and responsibilities (28%);
- improving communications between headquarters and the regions (21%).

The priorities chosen by respondents related to the acquisition of a **sense of belonging in the organization** (understanding of the direction for the years to come and understanding of one's role and responsibilities, feeling valued as an employee) and to the development of a **harmonious workplace** (work unit team spirit and good communications between headquarters and the regions).

Patterns observed at the level of the entire organization are, most often, reproduced within the work locations identified in the report: indicators which score high nationally tend to do so, in comparison to other indicators, within work locations and the same is true of low-scoring indicators. Work locations have elements of dynamics of their own, however. For example, headquarter laboratories staff paint a clearly different situation: every tactical objective rates significantly lower in that group than elsewhere.

Chapter 1

INTRODUCTION

Measurement Canada became a full Special Operating Agency in 1999. The Agency considers that its success in delivering and supporting its programs and services depends on the talents, skills and motivations of its employees. The Agency fosters a work culture and environment based on the values and principles at the core of the Public Service and aims to provide stimulating work and to create a positive environment where results are recognized and rewarded; knowledge is actively sought and openly shared and people are treated with respect and fairness.

In 2002, Measurement Canada wanted to provide all employees with an opportunity to express their views on working with the Agency. Based on feedback relative to a series of tactical objectives pursued by the Agency, the responses would act as indicators of the level of achievement of its targets by the Agency. Employee input would show which areas are doing well and need to be preserved and which areas need improvement. Staff responses will also help the Agency manage change.

Assignment

This assignment included the collection of satisfaction data from employees and the analysis of the data. The first task comprised the following steps:

- based on professional expertise, adjusting the draft questionnaire produced by the Agency;
- pre-testing the questionnaire with a sample of Agency employees and adjusting it accordingly;
- hosting the questionnaire on an Internet server and providing regular feedback to the Agency about completion rates;
- building appropriate edit statements to ensure data integrity;
- constructing a complete and fully documented data set and table deck.

We then conducted the analysis based on the following key themes:

- reporting of raw results overall and by staff segment;
- identification of priorities for improvement based on staff input.

Structure of the report

The study methodology is presented in Chapter 2. Observations of raw results are presented in Chapter 3 whereas Chapter 4 reflects priorities for improvement. Appendices present the questionnaire and the complete data tables.

Chapter 2

METHODOLOGY

This research is based on an electronic (Internet) survey of Measurement Canada employee. The following aspects of the methodology are discussed: questionnaire design, sampling strategy, data collection operations, data weighting, data processing, data analysis and limitations of the study.

2.1 Questionnaire Design

The questionnaire was developed by Measurement Canada and revised by **Circum Network Inc.**. It was organized into the following sections:

- an introduction presenting the purpose of the study and logistical guidance to complete the questionnaire;
- six independent sections, presented on separate display pages and dealing with (in order):
 - job satisfaction;
 - the work environment;
 - communications;
 - leadership;
 - values;

- human resource management practices.

Each section was constructed as follows:

- a series of statements were offered, each representing a tactical objective of the Agency; respondents could indicate how much they agreed or disagreed with each;
- respondents were asked to select a single priority for improvement among the tactical objectives;
- an open-ended question offered respondents the opportunity to provide additional comments.
- two factual questions identified the respondent's work location and occupational group.

This questionnaire was pretested between December 13 and December 21, 2001, before the full fledged implementation of the field work. A few small wording changes were made and a few statements which created confusion or appeared to duplicate other statements were dropped. Appendix A presents the questionnaire as it appeared to survey participants on the Web. The pretest changes were minor; hence, the 20 questionnaires completed during this period were maintained in the final data base.

2.2 **Sampling Strategy**

The survey population was defined as all term and permanent Measurement Canada staff across Canada. This population totals 351 individuals.

To extend everyone a chance to provide feedback, no sampling was performed; every employee had an opportunity to complete the questionnaire.

2.3 Data Collection Operations

Every staff member received an e-mail message warning them of the initiation of the survey and explaining the purpose and use of the study. The initial message was sent on January 7, 2002 and announced that the questionnaire would be available over the week of January 14, 2002. A reminder e-mail was sent on January 22, 2002. Responses were recorded between January 14, 2002 and February 6, 2002.

A total of 239 questionnaires were completed — a questionnaire was considered complete if the work location question contained a valid value which means, considering that the software demanded responses to all questions, that all questions had been answered with the possible exception of the occupational group which was an optional question.

This corresponds to a response rate of 68% among all employees. Such a response rate is quite adequate for an employee feedback survey and is high for an electronic survey. Exhibit 2.1 displays response rates for various segments of the employee population. While there are some variations from group to group, they are not cause for alarm.

EXHIBIT 2.1
Response Rate by Segment

Segment	Population	Responses	Response rate
All employees	351	239	68%
Work location			
Atlantic	22	18	82%
Quebec	64	36	56%
Ontario	99	59	60%
Prairies	54	36	67%
Pacific	25	21	84%
Headquarters — laboratories	28	22	79%
Headquarters — others	59	47	80%
Occupational group			
Management	29	16	55%
Technical, operational, professional	267	185	69%
Administrative	55	36	66%
(No answer)	—	2	—

Only two messages were received from individuals who had encountered technical problems filling out the questionnaire; they were both resolved on a one-on-one basis.

2.4 **Data Weighting**

Ex post facto weights were required to compensate for varying response levels by work location and occupational group. Weights were mild, varying from 0.77 to 1.49. The variance of the weight set was 0.025 thereby producing a sample stratification design effect of 1.025.¹ This factor was taken into account in the calculation of the sampling errors.

¹ See Bruce D. Spencer, "An approximate design effect for unequal weighting when measurements may correlate with selection probabilities", in *Survey Methodology*, December 2000, pp.137–138.

2.5 Data Processing

Survey data were managed using VoxCo's StatXP software and SPSS. Data were edited to ensure conformity to the established response categories. The data were weighted according to work location and occupational group.

2.6 Data Analysis

The data analysis was mostly done using basic stubs-and-banners crosstabs developed in StatXP (see Appendix B). Percentage-based differences were tested on a percentage-versus-complement basis using two-tailed binomial distributions. Differences between means were tested using two-tailed t-tests.

Based on the full sample of 239 responses, the maximum sampling error is estimated at ± 3.6 percentage points in the worst, complete-sample case (for a proportion of 50%, at a confidence level of 95% and accounting for a weighting design effect of 1.025, with correction for finite population). Sampling errors are wider for sub-samples.

2.7 Limitations of this Research

The results of this research are based on a sample of 239 Measurement Canada employees to which is attached a response rate of 68%. While this is a very respectable response level for a staff survey, it still leaves a third of the staff territory uncharted. If non-respondents share the attitudinal profile of respondents, this response level raises no inconvenience. However, it is not possible to assert the extent of correspondence between respondents and non-respondents. In the absence of evidence otherwise, we have assumed that no particular bias exists in the sample of respondents.

Chapter 3

ACHIEVEMENT OF OBJECTIVES

The questionnaire comprised six sections. Results are organized in the same fashion. In each section, summary data are presented; complete results are available in Appendix B and Appendix C. Since the Agency's goal is to bring the organization to the standards which are implicit in each of the statements used in the questionnaire, the key indicator used in this chapter is the percentage of respondents who indicated that they agreed "mostly" or "totally" with the statements. Once the Agency has achieved high levels of agreement, it may contemplate focussing on "total agreement" instead of "mere agreement".

3.1 Job Satisfaction

Six statements were grouped under the job satisfaction theme. They are reproduced in Exhibit 3.1.

EXHIBIT 3.1
Job Satisfaction Overall Results

Statements	% indicating that they "mostly" or "totally" agree
E I am allowed the flexibility to balance my personal, family and work responsibilities.	91%
A I have a clear understanding of my role and responsibilities.	86%
G In general, I am satisfied with my job.	83%
C In my job, there are usually no unrealistic demands being made on me.	82%
B I do not have to work an excessive number of hours to get the job done.	79%
F There is good team spirit in my immediate work unit.	69%

Note: all percentages are based on 239 responses..
 Note: respondents who chose the "Don't know / not applicable" category were included in the percentage calculation.
 Note: statement D was deleted after the pretest.

Overall, staff members were comfortable with their ability to balance personal and work life (91%) and they had a good sense of their role in the organization (86%). Job satisfaction rated at 83% which is fairly good but there is still room for improvement.

While large majorities of staff indicated that there are usually no unrealistic demands placed on them (82%) and that they do not have to work excessive hours (79%), there was a group of about one fifth of the organization which thought otherwise. Staff in Atlantic Canada, Ontario and HQ Laboratories tended to fall into that group more frequently than average.

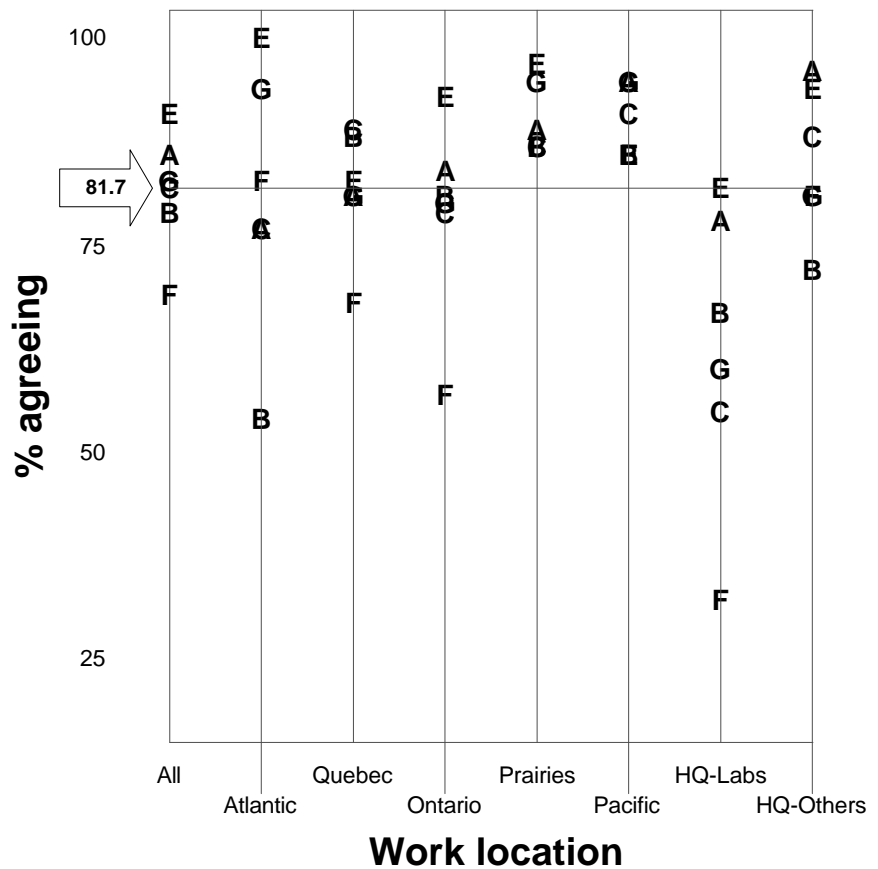
Rating at 69% of satisfied staff members, team spirit was the lowest scored dimension in the job satisfaction theme.

Exhibit 3.2 provides a visual depiction of the percentages of agreement for the six job satisfaction statements. The first vertical set of letters, labelled "All", correspond to the six percentages presented in Exhibit 3.1. The higher position of the life balance statement (statement E) is clear, as is the lower position of the team spirit statement (statement F). The

horizontal line across the chart indicates that the average percentage for the six job satisfaction statements for all staff is about 82% of agreement.

EXHIBIT 3.2

Job Satisfaction Indicators



- A I have a clear understanding of my role and responsibilities
- B I do not have to work an excessive number of hours to get the job done
- C In my job, there are usually no unrealistic demands being made on me
- E I am allowed the flexibility to balance my personal, family and work responsibilities
- F There is good team spirit in my immediate work unit
- G In general, I am satisfied with my job

Note that the spread between the letters E and F in the first vertical set of Exhibit 3.2 corresponds to the difference between 91% and 69%, or 22 percentage points — a significant difference. It is useful to utilize that spread as a gauge to sense the differences between and within work locations presented in Exhibit 3.2 (and similar exhibits which are all calibrated on the same scale).

Exhibit 3.2 presents the levels of agreement achieved in each work location within the job satisfaction theme. The following observations can be made:

- In Atlantic Canada, flexibility to balance the various aspects of one's life (statement E) was higher than elsewhere and overall job satisfaction (statement G) was also significantly higher than in most other locations. This is the case even though long working hours (statement B) appeared to be more frequent in this location than elsewhere.
- Staff in Quebec presented a pattern of responses similar to the national picture.
- Team spirit (statement F) appeared to be an issue in Ontario whereas other aspects of job satisfaction were generally in line with the national profile.
- Staff in the Prairie provinces and in the Pacific region harnessed more positive feelings of job satisfaction than other regions.
- The headquarters laboratories reported a lower level of job satisfaction than all other groups, sometimes by very wide margins. Team spirit (statement F) rated at 32% compared to 69% for all respondents. Overall job satisfaction (statement G) scored 60%, some 23 points lower than all respondents.¹
- Other headquarter divisions scored lowest on the number of hours of work (statement B) and highest on the understanding of their role and responsibilities (statement A). Overall, however, their job satisfaction profile was similar to the national profile in terms of average level of satisfaction and of spread of the various statements around that average.

¹ The figure for all respondents includes the responses from headquarter laboratories. Where HQ-Labs have a lower score than all respondents, the response for all respondents except HQ-Labs would be higher than that for all respondents.

3.2 Work Environment

Eight statements were grouped under the work environment theme. They are reproduced in Exhibit 3.3.

EXHIBIT 3.3
Work Environment Overall Results

Statements	% indicating that they "mostly" or "totally" agree
A Safe work practices form an integral part of my workplace environment.	95%
B I am provided with the right equipment to do my job safely.	93%
C I am provided with the right equipment to do my job effectively.	91%
H Considering everything, I am satisfied with the working environment at Measurement Canada.	89%
G Within Measurement Canada, I can use my preferred official language to carry out my work.	88%
D My office work environment is adequate.	86%
F My workplace is free from harassment.	84%
E My workplace is free from discrimination.	83%

Note: all percentages are based on 239 responses.
Note: respondents who chose the "Don't know / not applicable" category were included in the percentage calculation.

The work environment theme is the most positive of all of the themes covered in this study. Some 89% of Agency staff members indicated that they mostly or totally agreed that they are satisfied with the working environment.

Safety collected the top two ranks with 95% agreeing that safe work practices are built into their work place environment and 93% indicating that they have the right equipment to perform their duties safely. The equipment provided received high marks from the point of view of effectiveness as well (91%).

The use of the official language of the employee's choice was not a major issue for 88% of staff members — leaving 9 % dissatisfied with this aspect of the work environment (25% among respondents who chose to complete the questionnaire in French); 3% did not know or indicated that the question was not applicable to them.

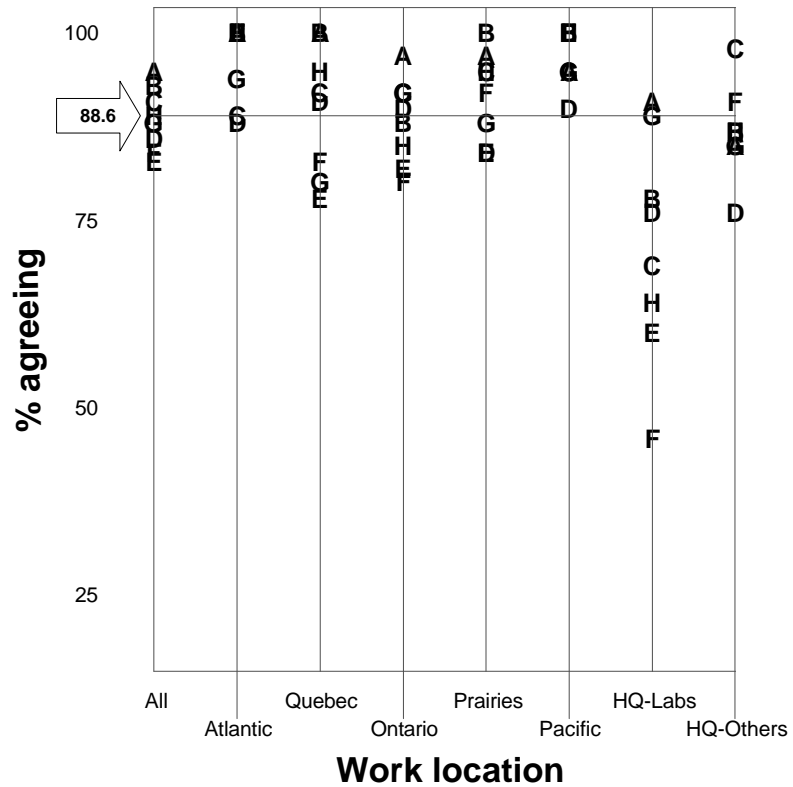
While harassment and discrimination received ratings of 84% and 83% respectively, some 15% of staff indicated that there were causes for concern in these areas.

Exhibit 3.4 shows how work environment indicators vary according to work locations.

- Staff in Atlantic Canada, Pacific region and, to a lesser extent, Prairie provinces indicated higher than average satisfaction with their work environment.
- Staff in Quebec declared an equally high level of satisfaction with their working environment, but showed a somewhat lower than average agreement concerning workplace harassment, use of the preferred official language and workplace discrimination.
- Ontario displayed a pattern of reactions similar to that of the entire Agency.
- Headquarter divisions other than the laboratories shared the Agency overall level of satisfaction except for a high rating on being given the right equipment to do their job effectively (98%) and a lower rating on the adequacy of the work environment (76%).
- While headquarter laboratories' ratings of the safety of work practices and of the use of official languages were similar to the Agency's global ratings, all other ratings were lower — sometimes much lower. In particular, HQ-Lab staff indicated problems with workplace harassment (46% rating) and workplace discrimination (60% rating).

EXHIBIT 3.4

Work Environment Indicators



- A Safe work practices form an integral part of my workplace environment
- B I am provided with the right equipment to do my job safely
- C I am provided with the right equipment to do my job effectively
- D My office work environment is adequate
- E My workplace is free from discrimination
- F My workplace is free from harassment
- G Within Measurement Canada, I can use my preferred official language to carry out my work
- H Considering everything, I am satisfied with the working environment at Measurement Canada

3.3 Communications

Eight statements were grouped under the communications theme. They are reproduced in Exhibit 3.5.

**EXHIBIT 3.5
 Communications Overall Results**

Statements	% indicating that they "mostly" or "totally" agree
H I can bring complaints/problems to the attention of my supervisor/manager without prejudice.	80%
G I am encouraged by my supervisor/manager to express my views openly.	78%
C I am provided with the information I need to do my job effectively.	77%
A My supervisor/manager keeps me informed about the important issues that affect my job.	70%
D There is good communication within my work unit.	69%
I I receive periodic feedback on my job performance.	68%
F Sufficient effort is made by management to get the opinions and ideas of employees on issues that affect their job and workplace environment.	62%
E As far as I can tell, there is good communication between headquarters and the regions.	52%

Note: all percentages are based on 239 responses..

Note: respondents who chose the "Don't know / not applicable" category were included in the percentage calculation.

Note: statement B was deleted after the pretest.

Statements related to the communications theme received lower ratings than work environment or job satisfaction statements. Some 80% of staff indicated that they could bring their complaints to their superior without fear of prejudice, while 78% stated that they were encouraged to express their views. That left about one employee out of five with a communication problem with their immediate supervisor. Moreover, while 62% of

respondents answered that management makes enough efforts to get their views, one third did not.

The information flow from the supervisor to the employees appeared adequate for three quarters of staff members: 77% were provided with the information needed to do their job effectively and 70% considered that their supervisor keeps them informed of issues important to their job.

About two thirds of employees qualified communications within their work unit positively: 69% thought that there is good communication within the work unit and 68% indicated that they receive periodic feedback on their performance.

One out of two staff members believed that there is good communication between headquarters and the regions; however, 11% were unable to make a judgment on this issue and 36% disagreed with this concept.

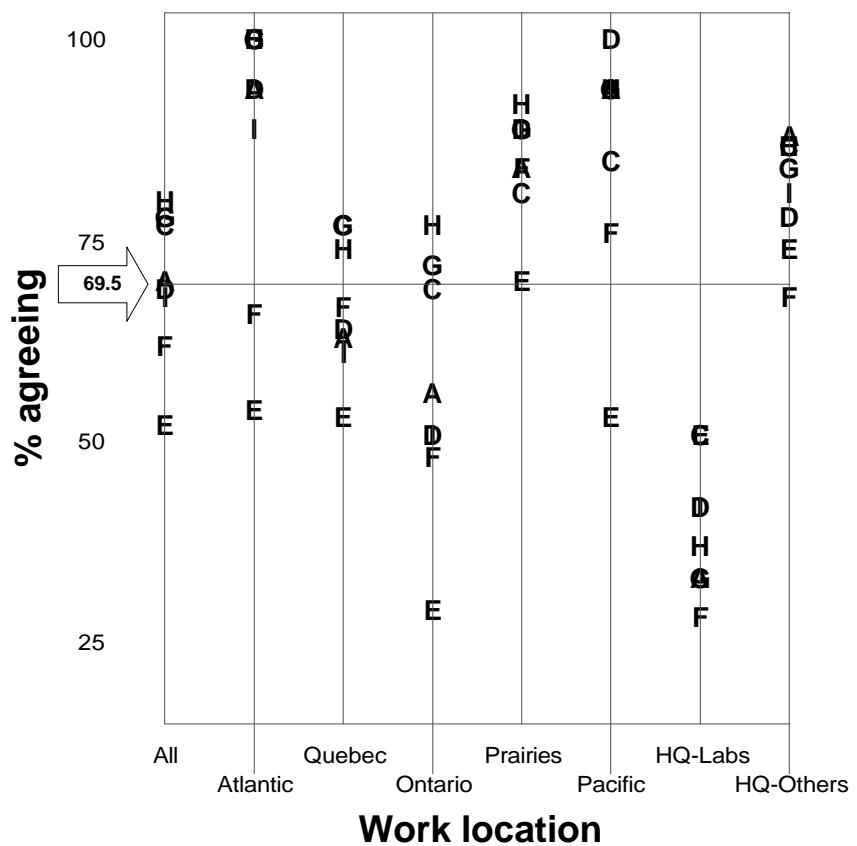
Exhibit 3.6 shows how communications indicators vary according to work locations.

- At the level of the entire Agency, the spread between the lowest rated statements and the highest rated statements is wider than was the case for job satisfaction and work environment; there is less coherence within this theme.
- Perceptions in the Prairies and at headquarters (outside the labs) were more positive than elsewhere in the Agency.
- Quebec displayed a profile very similar to that of the entire Agency.
- Staff from Atlantic Canada and the Pacific region had similar profiles: communications themes were rated more positively than elsewhere in the Agency except for the perceptions of the communication between headquarters and the regions which were similarly low. Pacific region reported better perceptions of management's efforts to tap into employees' views.
- Staff in Ontario indicated significant communications issues. Communications between headquarters and the regions was clearly the sorest point (29%; lowest average rating at 3.8 on a 0 to 10 scale), but workgroup communications and the openness of management to staff views also came out lower than elsewhere in the Agency.

- Employees of headquarter laboratories posed the most critical look at communications. Key internal communications statements rated at about 33% of agreement.

EXHIBIT 3.6

Communications Indicators



- A My supervisor/manager keeps me informed about the important issues that affect my job
- C I am provided with the information I need to do my job effectively
- D There is good communication within my work unit
- E As far as I can tell, there is good communication between headquarters and the regions
- F Sufficient effort is made by management to get the opinions and ideas of employees on issues that affect their job and workplace environment
- G I am encouraged by my supervisor/manager to express my views openly
- H I can bring complaints/problems to the attention of my supervisor/manager without prejudice
- I I receive periodic feedback on my job performance

- Relationships between headquarters and the regions was the lowest rated aspect of communications, by some margin, in all work locations outside of headquarters.

3.4 Leadership

Ten statements were grouped under the leadership theme. They are reproduced in Exhibit 3.7.

**EXHIBIT 3.7
Leadership Overall Results**

Statements	% indicating that they "mostly" or "totally" agree
J My supervisor/manager deals with health and safety issues effectively.	89%
E My supervisor/manager strives to maintain good employer/employee relations.	82%
G My supervisor/manager follows through on what (s)he says (s)he is going to do.	80%
B I support Measurement Canada's mission, vision, values and strategic objectives.	77%
F My supervisor/manager sets an example that encourages excellence.	72%
H My supervisor/manager sets clear objectives for my work unit.	66%
D I promote Measurement Canada's strategic direction to others including our clients.	64%
I My supervisor/manager deals with problem employees effectively.	50%
C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	47%
A I have a clear understanding of where Measurement Canada is heading over the next few years.	42%

Note: all percentages are based on 239 responses..

Note: respondents who chose the "Don't know / not applicable" category were included in the percentage calculation.

There is a wide range of positions on the leadership issue: the difference between the lowest and the highest rating statements reaches 47 percentage points.

Health and safety issues fared well in this theme (89%), as they did in the work environment theme. Similarly, the statements dealing with the employer/employee relationships (82%) and with following through on promises (80%) paralleled the observations of generally positive internal communications.

The main issues under leadership were macroscopic (Agency-wide) rather than microscopic (manager-level). While the Agency's strategic direction was generally accepted (77%), there was resistance and possible misunderstanding about the practical implications of this direction (42% had a clear understanding of the Agency's direction and 47% believed that the direction will support the mandate; note, in this last case, that 16% were unable to provide an answer thereby indicating a lack of awareness of the connection between the mandate and the strategic decisions made). The consequence is a lukewarm level of promotion of the strategic directions with clients (64%).

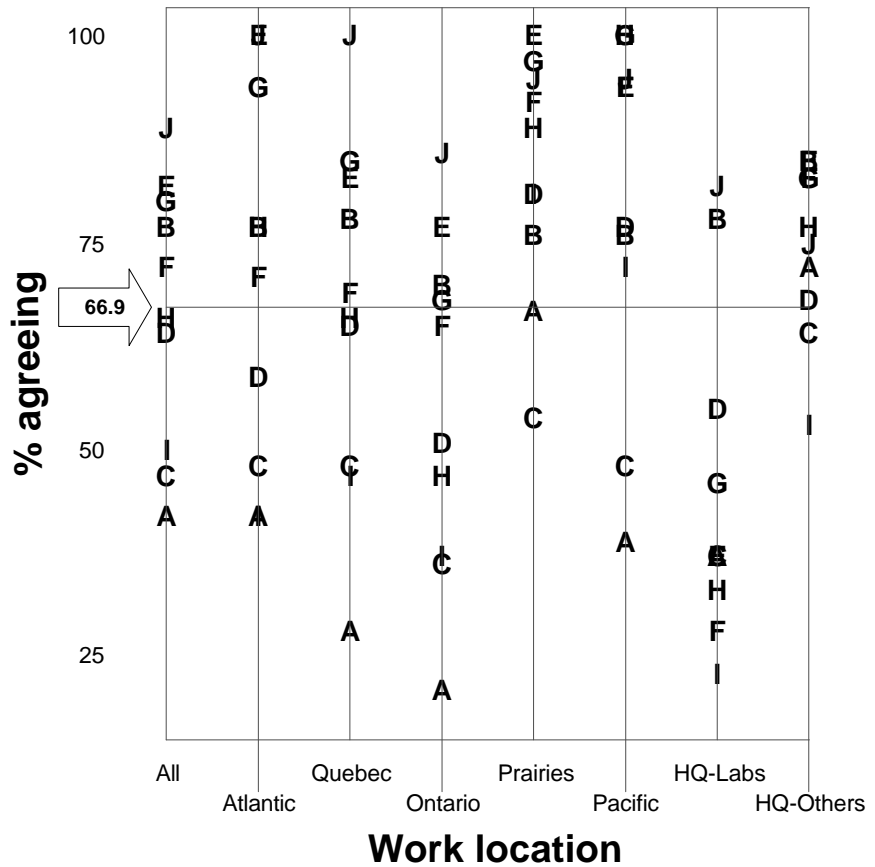
At a more microscopic level, employees were critical of management's ability to deal with problem employees (50%).

Exhibit 3.8 shows how leadership indicators vary according to work locations.

- The spread of results for each location is much larger than in previous themes.
- With the exception of management's dealing with problem employees, headquarter divisions other than labs showed above average results. The proximity of senior management or the nature of employee work may explain this difference.
- Having a clear understanding of the Agency's direction is the lowest ranking leadership indicator in all groups except Prairie provinces and headquarters. Incredulity regarding positive impacts of the strategic directions on the fulfilment of the mission was the second lowest ranking indicator outside of headquarters (except in the Prairies where it took the lowest rank).

EXHIBIT 3.8

Leadership Indicators



- A I have a clear understanding of where Measurement Canada is heading over the next few years
- B I support Measurement Canada's mission, vision, values and strategic objectives
- C I believe the Agency's strategic direction will allow us to better fulfill our mandate
- D I promote Measurement Canada's strategic direction to others including our clients
- E My supervisor/manager strives to maintain good employer/employee relations
- F My supervisor/manager sets an example that encourages excellence
- G My supervisor/manager follows through on what (s)he says (s)he is going to do
- H My supervisor/manager sets clear objectives for my work unit
- I My supervisor/manager deals with problem employees effectively
- J My supervisor/manager deals with health and safety issues effectively

- Quebec and Ontario showed particularly low ratings regarding understanding of the mission, vision, values and strategic objectives of the Agency (28% and 21% respectively).

3.5 Values

Seven statements were grouped under the values theme. They are reproduced in Exhibit 3.9.

EXHIBIT 3.9
Values Overall Results

Statements	% indicating that they "mostly" or "totally" agree
G My supervisor/manager takes responsibility for his/her actions.	84%
A The actions of my supervisor/manager are consistent with the Agency's/Sector's values.	82%
E I am encouraged to make suggestions for improvement.	76%
B The actions of my colleagues are consistent with the Agency's/Sector's values.	74%
D I am encouraged to be innovative in my work.	68%
F I am recognized for a job well done.	67%
C I feel valued as an employee of Measurement Canada.	61%

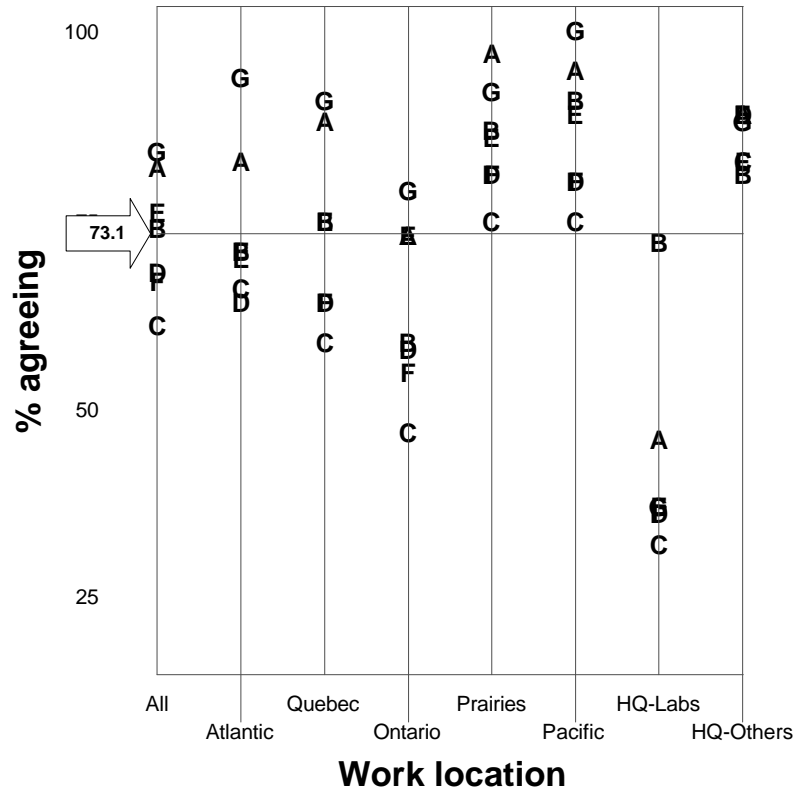
Note: all percentages are based on 239 responses..

Note: respondents who chose the "Don't know / not applicable" category were included in the percentage calculation.

According to staff responses, management appeared to behave in a manner consistent with the Agency's/Sector's values: 82% said so. Values have made their way to colleagues (74%), to a large extent, although more work will be necessary to give values concrete meaning at that level.

EXHIBIT 3.10

Values Indicators



- A The actions of my supervisor/manager are consistent with the Agency's/Sector's values
- B The actions of my colleagues are consistent with the Agency's/Sector's values
- C I feel valued as an employee of Measurement Canada
- D I am encouraged to be innovative in my work
- E I am encouraged to make suggestions for improvement
- F I am recognized for a job well done
- G My supervisor/manager takes responsibility for his/her actions

Among all of the values represented by the statements in this section¹, recognition received the lowest ratings: 67% stated that they were

¹ Teamwork and communications are among the Measurement Canada and the Operations Sector values ; they were treated most directly in the job satisfaction and communications themes, respectively.

recognized for a job well done and 62% felt valued as an employee of the Agency.

Exhibit 3.10 shows how values indicators vary according to work locations.

- Staff at headquarter divisions other than labs, as well as in the Prairies and the Pacific region ranked higher on the values indicators than the overall average for the Agency.
- In almost all work locations, the top value indicator was the fact that managers take responsibility for their actions. This was slightly different in the Prairie region where the top indicator was that managers behave according to stated values. At HQ-Labs, managers taking responsibility ranked among the lowest ratings (37%).
- The lowest rated indicator related to the value of staff as employees in all but one work location (i.e., HQ-other than labs; this indicator is second last, but close, in Atlantic Canada).

3.6 *Human Resource Management Practices*

Nine statements were grouped under the human resource management practices theme. They are reproduced in Exhibit 3.11.

As was the case in other sections, the health and safety related statements in this theme were very favourably rated: 92% indicated that they receive the training needed to do the job safely and 89% were satisfied with the occupational safety and health programs.

Indicators associated with a sense of fairness received lower ratings. Bare majorities stated that they were treated fairly with regard to career development assignments (58%), that promotions are awarded on merit (52%) and that they are satisfied with the staffing process (51%). Slightly higher ratings were achieved with regard to the administration of the Reward and Recognition program (62%) and to the availability of career development opportunities (61%). One final fairness-related statement, dealing with the representation of equity groups, received a rating of 75% — some would say, however, that judgment on this issue should rest with members of the equity groups themselves.

**EXHIBIT 3.11
Human Resource Management Practices Overall Results**

Statements	% indicating that they "mostly" or "totally" agree
D I receive the training I need to do my job safely.	92%
B I am satisfied with the Agency's occupational safety and health programs.	89%
C I receive the training I need to do my job effectively.	81%
I The Agency encourages representation of equity groups.	75%
A The Agency's Reward and Recognition Program is administered fairly.	62%
E I am satisfied with the career development opportunities available to me.	61%
H I am treated fairly when I request assignments which may help my career development.	58%
G I believe that promotions throughout the Agency are done on the basis of merit.	52%
F I am satisfied with the process used to staff positions within the organization.	51%

Note: all percentages are based on 239 responses..

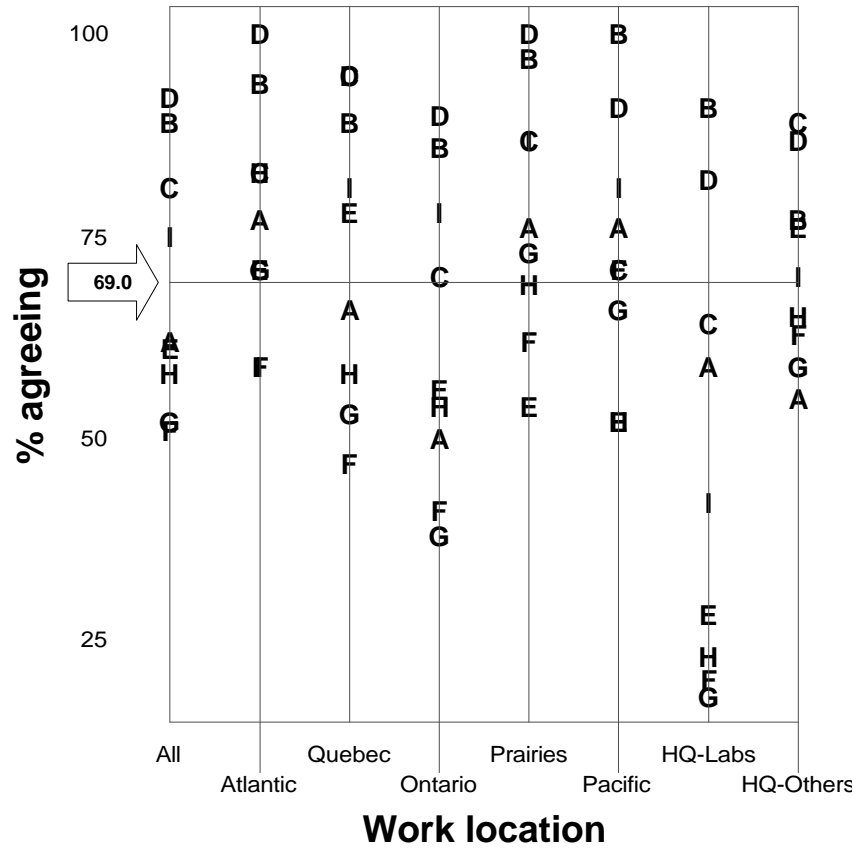
Note: respondents who chose the "Don't know / not applicable" category were included in the percentage calculation.

Exhibit 3.12 shows how human resource practices indicators vary according to work locations.

- There is a wide dispersion of results within the human resource management practices indicators. There is a spread of 41 percentage points for the entire Agency and most work locations also showed similarly dispersed judgments.
- Workplace safety and security rated at the top of every location list, although headquarter divisions other than labs and Quebec respondents identified training for effective work as their top rating (ex aequo in Quebec).
- The staffing and promotion processes were located toward the bottom of every list (except the Prairie region where career development opportunities captured that position).

EXHIBIT 3.12

Management Practices Indicators



- A The Agency's Reward and Recognition Program is administered fairly
- B I am satisfied with the Agency's occupational safety and health programs
- C I receive the training I need to do my job effectively
- D I receive the training I need to do my job safely
- E I am satisfied with the career development opportunities available to me
- F I am satisfied with the process used to staff positions within the organization
- G I believe that promotions throughout the Agency are done on the basis of merit
- H I am treated fairly when I request assignments which may help my career development
- I The Agency encourages representation of equity groups

- Staff from Atlantic Canada, the Prairie region and the Pacific region tended to be more positive about human resource management practices than other segments of the organization.
- Fairness issues were particularly significant at headquarter laboratories.

Chapter 4

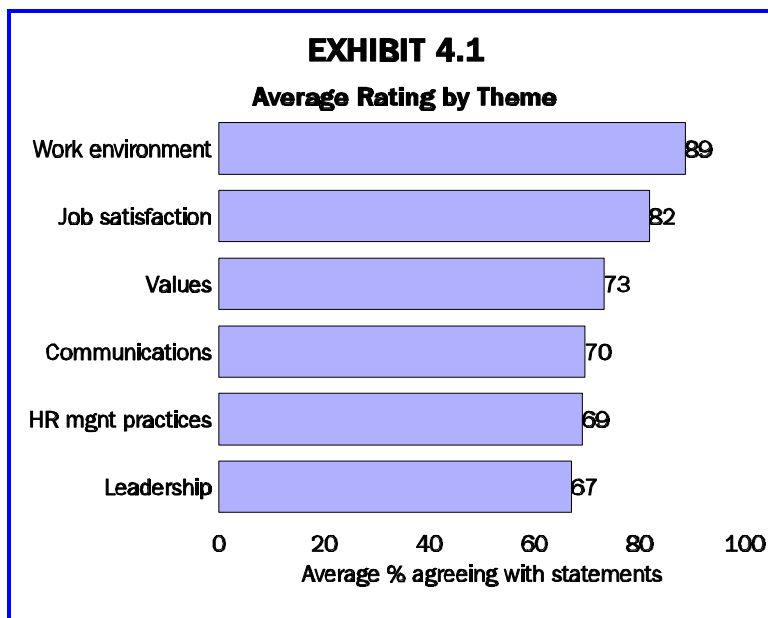
PRIORITIES FOR IMPROVEMENT

Priorities for improvement can be derived from the aspects of organizational performance which received lower ratings from respondents or from the areas which were specifically selected by respondents as number one priorities. These indicators are reviewed in sequence.

4.1 Main Issues

The first source of information on priorities for improvement can be the areas which were rated more critically by respondents in the various sections of the questionnaire. This section summarizes the observations from the previous chapter.

As Exhibit 4.1 depicts, the average level of agreement expressed by respondents regarding the achievement of the Agency's tactical objectives varied significantly according to the theme addressed. Work environment received the highest average rating (89%), followed by job satisfaction (82%).



Areas for improvement are to be found in the other four themes and particularly in the areas of leadership (67%), human resource management practices (69%) and communications (70%).

At a more microscopic level, seven statements received were identified as having noteworthy lower levels of agreement — this group of seven statements is separated from the rest of the pack by a significant gap. The statements are identified in Exhibit 4.2.

The two statements least agreed to relate to the strategic direction adopted by the Agency: they deal with the

respondents' understanding of the strategic direction of the Agency and their acceptance of this direction as a way to better perform.

EXHIBIT 4.2
Statements Least Agreed To

Statements	% indicating that they "mostly" or "totally" agree
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	42%
4C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	47%
4I My supervisor/manager deals with problem employees effectively.	50%
6F I am satisfied with the process used to staff positions within the organization.	51%
6G I believe that promotions throughout the Agency are done on the basis of merit.	52%
3E As far as I can tell, there is good communication between headquarters and the regions.	52%
6H I am treated fairly when I request assignments which may help my career development.	58%

Note: all percentages are based on 239 responses..
Note: respondents who chose the "Don't know / not applicable" category were included in the percentages.

The next three least agreed to statements and the last one deal with human resource management issues: the supervisor's ability to deal with

problem employees and the staffing and promotion process as well as fairness the approval of career development assignments.

The last of these key statements indicating a need for action is related to the quality of the communication between headquarters and the regions. Note that the low level of agreement with the achievement of this tactical objective is due in part to the relatively high proportion of respondents who could not provide an answer to it.

Exhibit 4.3 lists the least agreed to statements by work location. The statements with the lowest percentage of respondents in agreement in each location were selected. The number of statements selected is a function of the pattern of responses in each work location, with a view to selecting a limited number of statements.

EXHIBIT 4.3
Statements Least Agreed To, by Work Location

Statements	% indicating that they "mostly" or "totally" agree
Atlantic Canada	
1B I do not have to work an excessive number of hours to get the job done.	54%
3E As far as I can tell, there is good communication between headquarters and the regions.	54%
4C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	48%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	42%
4I My supervisor/manager deals with problem employees effectively.	42%
Quebec	
6G I believe that promotions throughout the Agency are done on the basis of merit.	53%
3E As far as I can tell, there is good communication between headquarters and the regions.	53%
4C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	48%
6F I am satisfied with the process used to staff positions within the organization.	47%
4I My supervisor/manager deals with problem employees effectively.	47%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	28%

Statements	% indicating that they "mostly" or "totally" agree
Ontario	
6F I am satisfied with the process used to staff positions within the organization.	41%
6G I believe that promotions throughout the Agency are done on the basis of merit.	38%
4I My supervisor/manager deals with problem employees effectively.	37%
4C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	36%
3E As far as I can tell, there is good communication between headquarters and the regions.	29%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	21%
Prairies	
6F I am satisfied with the process used to staff positions within the organization.	62%
6E I am satisfied with the career development opportunities available to me.	54%
4C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	54%
Pacific	
3E As far as I can tell, there is good communication between headquarters and the regions.	53%
6H I am treated fairly when I request assignments which may help my career development.	52%
6E I am satisfied with the career development opportunities available to me.	52%
4C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	48%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	39%
Headquarters — laboratories	
4F My supervisor/manager sets an example that encourages excellence.	28%
3F Sufficient effort is made by management to get the opinions and ideas of employees on issues that affect their job and workplace environment.	28%
6E I am satisfied with the career development opportunities available to me.	28%
4I My supervisor/manager deals with problem employees effectively.	23%
6H I am treated fairly when I request assignments which may help my career development.	23%
6F I am satisfied with the process used to staff positions within the organization.	20%
6G I believe that promotions throughout the Agency are done on the basis of merit.	18%
Headquarters — others divisions	
6G I believe that promotions throughout the Agency are done on the basis of merit.	59%
6A The Agency's Reward and Recognition Program is administered fairly.	55%
4I My supervisor/manager deals with problem employees effectively.	53%

Note: respondents who chose the "Don't know / not applicable" category were included in the percentages.

Note: the statements with the lowest percentage of respondents in agreement were selected. The number of statements selected is a function of the pattern of responses in each work location, with a view to selecting a limited number of statements.

4.2 **Priorities According to Staff Members**

Another approach to the selection of priorities for improvement is to ask staff members to select one priority for improvement within each of the themes offered to them. This section reports the results of this exercise.

Exhibit 4.4 lists the areas which have been selected most frequently by respondents as number one priorities for improvement. In sync with the judgment posed by respondents and reported in the previous chapter, aspects of the work environment associated with extrinsic motivators (work tools, work location, immediate environment, health and safety, etc.) received less attention in the quest for improvement priorities. The priorities chosen by respondents related to the acquisition of a sense of belonging in the organization (understanding of the direction for the years to come and understanding of one's role and responsibilities, feeling valued as an employee) and to the development of a harmonious workplace (work unit team spirit and good communications between headquarters and the regions).

EXHIBIT 4.4 Respondent Priorities for Improvement

Statements	% selecting the area of the statement as a number one priority
S4A I have a clear understanding of where Measurement Canada is heading over the next few years.	35%
S1F There is good team spirit in my immediate work unit.	29%
S5C I feel valued as an employee of Measurement Canada.	28%
S1A I have a clear understanding of my role and responsibilities.	28%
S3E As far as I can tell, there is good communication between headquarters and the regions.	21%

Note: all percentages are based on 239 responses..

Note: statements selected most frequently by respondents were selected, with a view to provide a workable number of areas for improvement.

These priorities are reflective of the level of quality management already achieved in the day to day operations of the Agency. They also indicate that the next challenge is to bring staff along in the fundamental changes to which the organization is striving to adapt.

Exhibit 4.5 indicates that the main respondent-selected priorities for improvement were in each work location. Statements chosen most frequently by respondents were selected, with a view to provide a workable number of areas for improvement at each location. The list was usually truncated where a significant drop in the percentages occurred or when the percentage plunged below 20%.

EXHIBIT 4.5
Priorities for Improvement by Work Location

Statements	% selecting the area of the statement as a number one priority
Atlantic Canada	
1A I have a clear understanding of my role and responsibilities.	53%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	46%
2C I am provided with the right equipment to do my job effectively.	46%
Quebec	
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	38%
1A I have a clear understanding of my role and responsibilities.	33%
6F I am satisfied with the process used to staff positions within the organization.	33%
1F There is good team spirit in my immediate work unit.	33%
2E My workplace is free from discrimination.	28%
Ontario	
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	43%
5C I feel valued as an employee of Measurement Canada.	43%
1F There is good team spirit in my immediate work unit.	36%
1A I have a clear understanding of my role and responsibilities.	35%

Statements	% selecting the area of the statement as a number one priority
Prairies	
1A I have a clear understanding of my role and responsibilities.	30%
3E As far as I can tell, there is good communication between headquarters and the regions.	30%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	28%
5C I feel valued as an employee of Measurement Canada.	27%
6E I am satisfied with the career development opportunities available to me.	25%
1F There is good team spirit in my immediate work unit.	22%
Pacific	
3E As far as I can tell, there is good communication between headquarters and the regions.	42%
6C I receive the training I need to do my job effectively.	39%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	37%
4C I believe the Agency's strategic direction will allow us to better fulfill our mandate.	27%
2D My office work environment is adequate.	25%
Headquarters — laboratories	
5C I feel valued as an employee of Measurement Canada.	54%
1F There is good team spirit in my immediate work unit.	49%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	37%
2C I am provided with the right equipment to do my job effectively.	36%
Headquarters — others divisions	
2D My office work environment is adequate.	26%
2H Considering everything, I am satisfied with the working environment at Measurement Canada.	23%
6F I am satisfied with the process used to staff positions within the organization.	21%
4A I have a clear understanding of where Measurement Canada is heading over the next few years.	20%
Note: statements chosen most frequently by respondents were selected, with a view to provide a workable number of areas for improvement. The list was usually truncated where a significant drop in the percentages occurred or when the percentage plunged below 20%.	

APPENDIX A ***Questionnaire***

MEASUREMENT CANADA EMPLOYEE SURVEY 2002

PLEASE DO NOT ENTER THIS SURVEY MORE THAN ONCE TO ENSURE THE INTEGRITY OF THE RESULTS.

IF YOU SIMPLY WANT TO BROWSE THE QUESTIONNAIRE WITHOUT RECORDING YOUR ANSWERS, PLEASE CLICK [HERE](#).

A THIRD-PARTY

This survey is being conducted on behalf of Measurement Canada by *Circum Network Inc.*, an independent consultant firm based in Hull, Québec.

THE TASK

The questionnaire is divided into seven sections and should take approximately 20 minutes to complete. Respond with the first answer that comes to mind. You may not have all the information you need, but you should interpret the questions from your own perspective. The focus of your responses should be on current situations, i.e., within the last 12 months. If you feel unable to answer a question, use the *Don't Know/Not Applicable* category. There is an opportunity for you to write comments at the end of the questionnaire. These will be compiled in text format in the final report.

THE QUESTIONS

For the most part, the questions reflect objectives that Measurement Canada has set for itself. Therefore they are all written in a positive fashion. The senior management team wants to know if, from your perspective, Measurement Canada is achieving these objectives.

REGIONAL EMPLOYEES AND ACTING ASSIGNMENTS

Unless indicated otherwise, you should focus on your region/directorate when answering the questions. Regional employees who are reporting to HQ should select the Headquarters work location. If you are currently in a long term acting assignment (more than six months), please select the work location in which you are acting; if less than six months, select your substantive work location.

MESURES CANADA SONDAGE DES EMPLOYÉS 2002

VEUILLEZ NE PAS ACCÉDER AU QUESTIONNAIRE PLUS D'UNE FOIS POUR ASSURER L'INTÉGRITÉ DES RÉSULTATS.

SI VOUS VOULEZ SIMPLEMENT PARCOURIR LE QUESTIONNAIRE SANS ENREGISTRER VOS RÉPONSES, VEUILLEZ CLIQUER [ICI](#).

UNE TIERCE PARTIE

Ce sondage est mené pour Mesures Canada par le *Réseau Circum inc.*, une firme de consultation en gestion et en recherche située à Hull, Québec.

LA TÂCHE

Le questionnaire se divise en sept parties et prendra environ 20 minutes à compléter. Répondez avec la première réponse qui vous vient à l'esprit. Vous n'aurez peut-être pas toute l'information que vous voudriez avoir, mais vous devriez interpréter les questions selon votre propre perspective. Faites porter vos réponses sur la situation actuelle, c.-à-d., les derniers 12 mois. Si vous n'êtes pas en mesure de répondre, utilisez la catégorie « ne sait pas / ne s'applique pas ». Vous aurez l'occasion d'écrire des commentaires à la fin du questionnaire; ceux-ci seront compilés en format textuel et intégrés au rapport final.

LES QUESTIONS

Toutes les questions reflètent les objectifs que Mesures Canada s'est donnés. C'est pourquoi elles sont toutes écrites de façon positive. L'équipe de gestion voudrait savoir si, selon vous, Mesures Canada atteint ces objectifs.

EMPLOYÉS RÉGIONAUX ET AFFECTATIONS INTÉRIMAIRES

Nous vous demandons de répondre aux questions dans le contexte de votre région/direction, à moins d'indication contraire. Les employés en régions se rapportant à l'administration centrale devraient choisir l'administration centrale comme lieu de travail. Si vous êtes en affectation intérimaire pour une période de plus de six mois, veuillez indiquer le lieu de travail de votre affectation. Si, par contre,

vous êtes en affectation intérimaire pour moins de six mois, indiquez le lieu de travail de votre poste d'attache.

CONFIDENTIALITY

We assure you that your responses will be absolutely confidential. No one other than *Circum Network Inc.* will see the answers you provide. Your responses cannot be traced back to you.

CONFIDENTIALITÉ

Soyez assuré que vos réponses demeureront confidentielles. Seul le *Réseau Circum inc.* y aura accès. Vos réponses ne peuvent pas être rattachées à vous-même.

LOGISTICS

The questionnaire must be completed in one sitting. Please do not use the browser back arrow; instead, if needed, use the back button on the question page.

LOGISTIQUE

Le questionnaire doit être rempli d'un seul coup, sans interruption. Veuillez ne pas utiliser la flèche arrière du fureteur; au besoin, utilisez plutôt celle qui est située sur la page du questionnaire même.

NEED HELP?

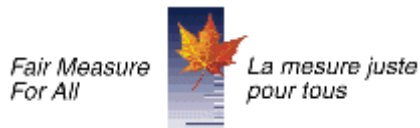
If at any time you experience technical difficulties with any aspect of this questionnaire, please contact us at mc@circum.com

BESOIN D'AIDE ?

Pour toutes difficultés ou questions techniques concernant ce questionnaire, veuillez communiquer par courriel avec mc@circum.com

Start the questionnaire

Démarrer le questionnaire



E-mail mc@circum.com
for assistance

Français

Section 1

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement. Note that "disagree" is on the left side of the screen and that "agree" is on the right side.

	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
I have a clear understanding of my role and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not have to work an excessive number of hours to get the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my job, there are usually no unrealistic demands being made on me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
I am allowed the flexibility to balance my personal, family and work responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is good team spirit in my immediate work unit (i.e., regional office, district, directorate, division, laboratory).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

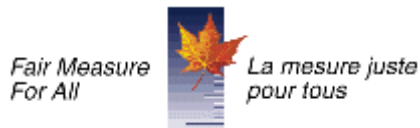
- I have a clear understanding of my role and responsibilities.
- I do not have to work an excessive number of hours to get the job done.
- In my job, there are usually no unrealistic demands being made on me.
- I am allowed the flexibility to balance my personal, family and work responsibilities.
- There is good team spirit in my immediate work unit (i.e., regional office, district, directorate, division, laboratory).
- In general, I am satisfied with my job.
- Don't know / No opinion

What actions can Measurement Canada take to improve the situation with regard to this objective?



Next page

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E-mail mc@circum.com
for assistance

Français

Section 2

The second section deals with WORK ENVIRONMENT issues.

	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
Safe work practices form an integral part of my workplace environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am provided with the right equipment to do my job safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am provided with the right equipment to do my job effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
My office work environment (i.e., air quality, temperature, space, noise) is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace is free from discrimination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace is free from harassment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
Within Measurement Canada, I can use my preferred official language to carry out my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considering everything, I am satisfied with the working environment at Measurement Canada.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

- Safe work practices form an integral part of my workplace environment.
- I am provided with the right equipment to do my job safely.
- I am provided with the right equipment to do my job effectively.

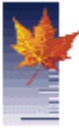
- My office work environment (i.e., air quality, temperature, space, noise) is adequate.
- My workplace is free from discrimination.
- My workplace is free from harassment.
- Within Measurement Canada, I can use my preferred official language to carry out my work.
- Considering everything, I am satisfied with the working environment at Measurement Canada.
- Don't know / No opinion

What actions can Measurement Canada take to improve the situation with regard to this objective?

[Previous page](#)

[Next page](#)

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Français

Section 3

The third section deals with COMMUNICATIONS issues.

	Totally disagree — —	Mostly disagree —	Mostly agree +	Totally agree + +	Don't know / Not applicable
My supervisor/manager keeps me informed about the important issues that affect my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am provided with the information I need to do my job effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is good communication within my work unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Totally disagree — —	Mostly disagree —	Mostly agree +	Totally agree + +	Don't know / Not applicable
As far as I can tell, there is good communication between headquarters and the regions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient effort is made by management to get the opinions and ideas of employees on issues that affect their job and workplace environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am encouraged by my supervisor/manager to express my views openly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Totally disagree — —	Mostly disagree —	Mostly agree +	Totally agree + +	Don't know / Not applicable
I can bring complaints/problems to the attention of my supervisor/manager without prejudice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive periodic feedback on my job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

- My supervisor/manager keeps me informed about the important issues that affect my job.
- I am provided with the information I need to do my job effectively.

- There is good communication within my work unit.
- As far as I can tell, there is good communication between headquarters and the regions.
- Sufficient effort is made by management to get the opinions and ideas of employees on issues that affect their job and workplace environment.
- I am encouraged by my supervisor/manager to express my views openly.
- I can bring complaints/problems to the attention of my supervisor/manager without prejudice.
- I receive periodic feedback on my job performance.
- Don't know / No opinion

What actions can Measurement Canada take to improve the situation with regard to this objective?

Previous page

Next page

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Français

Section 4

The fourth section deals with LEADERSHIP issues.

	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
I have a clear understanding of where Measurement Canada is heading over the next few years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I support Measurement Canada's mission, vision, values and strategic objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Agency's strategic direction will allow us to better fulfill our mandate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
I promote Measurement Canada's strategic direction to others including our clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/manager strives to maintain good employer/employee relations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/manager sets an example that encourages excellence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
My supervisor/manager follows through on what (s)he says (s)he is going to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/manager sets clear objectives for my work unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/manager deals with problem employees effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
My supervisor/manager deals with health and safety issues effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

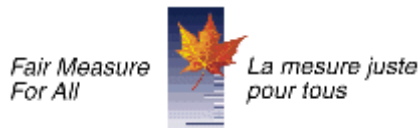
- I have a clear understanding of where Measurement Canada is heading over the next few years.
- I support Measurement Canada's mission, vision, values and strategic objectives.
- I believe the Agency's strategic direction will allow us to better fulfill our mandate.
- I promote Measurement Canada's strategic direction to others including our clients.
- My supervisor/manager strives to maintain good employer/employee relations.
- My supervisor/manager sets an example that encourages excellence.
- My supervisor/manager follows through on what (s)he says (s)he is going to do.
- My supervisor/manager sets clear objectives for my work unit.
- My supervisor/manager deals with problem employees effectively.
- My supervisor/manager deals with health and safety issues effectively.
- Don't know / No opinion

What actions can Measurement Canada take to improve the situation with regard to this objective?

Previous page

Next page

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Français

Section 5

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	Totally disagree — —	Mostly disagree —	Mostly agree +	Totally agree + +	Don't know / Not applicable
The actions of my supervisor/manager are consistent with the Agency's/Sector's values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The actions of my colleagues are consistent with the Agency's/Sector's values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued as an employee of Measurement Canada.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree — —	Mostly disagree —	Mostly agree +	Totally agree + +	Don't know / Not applicable
I am encouraged to be innovative in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am encouraged to make suggestions for improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am recognized for a job well done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree — —	Mostly disagree —	Mostly agree +	Totally agree + +	Don't know / Not applicable
My supervisor/manager takes responsibility for his/her actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

- The actions of my supervisor/manager are consistent with the Agency's/Sector's
- The actions of my colleagues are consistent with the Agency's/Sector's values.
- I feel valued as an employee of Measurement Canada.
- I am encouraged to be innovative in my work.

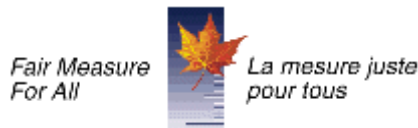
-
- I am encouraged to make suggestions for improvement.
- I am recognized for a job well done.
- My supervisor/manager takes responsibility for his/her actions.
- Don't know / No opinion

What actions can Measurement Canada take to improve the situation with regard to this objective?

Previous page

Next page

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Français

Section 6

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
The Agency's Reward and Recognition Program is administered fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the Agency's occupational safety and health programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive the training I need to do my job effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
I receive the training I need to do my job safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the career development opportunities available to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the process used to staff positions within the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totally disagree --	Mostly disagree -	Mostly agree +	Totally agree ++	Don't know / Not applicable
I believe that promotions throughout the Agency are done on the basis of merit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am treated fairly when I request assignments which may help my career development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Agency encourages representation of equity groups (i.e. women, visible minorities, aboriginals and persons with disabilities).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

- The Agency's Reward and Recognition Program is administered fairly.

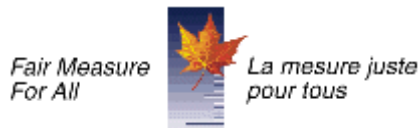
- I am satisfied with the Agency's occupational safety and health programs.
- I receive the training I need to do my job effectively.
- I receive the training I need to do my job safely.
- I am satisfied with the career development opportunities available to me.
- I am satisfied with the process used to staff positions within the organization.
- I believe that promotions throughout the Agency are done on the basis of merit.
- I am treated fairly when I request assignments which may help my career development.
- The Agency encourages representation of equity groups (i.e. women, visible minorities, aboriginals and persons with disabilities).
- Don't know / No opinion

What actions can Measurement Canada take to improve the situation with regard to this objective?

Previous page

Next page

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Section 7

The seventh section collects two pieces of information for statistical purposes and allows you to leave additional comments. Remember that your responses will remain strictly confidential, that they will be handled only by the company retained for this survey and that only data from groups of at least five people will be presented in the final report.

What is your work location?

(Regional employees who are reporting to HQ should select the Headquarters work location. If you are currently in a long term acting assignment (more than six months), please select the work location in which you are acting; if less than six months, select your substantive work location.)

- Atlantic
- Quebec
- Ontario
- Prairies
- Pacific
- Headquarters – Laboratory
- Headquarters – Other

To which occupational group do you belong?

- Management
- Technical/Operational/Professional (TI, MDO, CS, ENG)
- Administrative (DACON, CR, SCY, AS, PG)

If you have additional thoughts on areas where improvements are required, please use the space below. This is a great opportunity for you to let senior management know what needs to be done to improve the climate in the Agency.

(To ensure anonymity, please make sure not to identify yourself or anyone else in any way. Your comments will be included in the final report verbatim and in the official language in which you provide them.)



Thank you for completing this survey. Your feedback is greatly appreciated.

Please click one last time on the "Next page" button to record your answers.

Previous page

Next page

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**MEASUREMENT CANADA
EMPLOYEE SURVEY 2002**

Thank you very much for your collaboration.

Your answers have been faithfully recorded.

**MESURES CANADA
SONDAGE DES EMPLOYÉS 2002**

Merci de votre collaboration.

Vos réponses ont été fidèlement enregistrées.

MEASUREMENT CANADA EMPLOYEE SURVEY 2002

PLEASE DO NOT ENTER THIS SURVEY MORE THAN ONCE TO ENSURE THE INTEGRITY OF THE RESULTS.

IF YOU SIMPLY WANT TO BROWSE THE QUESTIONNAIRE WITHOUT RECORDING YOUR ANSWERS, PLEASE CLICK [HERE](#).

A THIRD-PARTY

This survey is being conducted on behalf of Measurement Canada by *Circum Network Inc.*, an independent consultant firm based in Hull, Québec.

THE TASK

The questionnaire is divided into seven sections and should take approximately 20 minutes to complete. Respond with the first answer that comes to mind. You may not have all the information you need, but you should interpret the questions from your own perspective. The focus of your responses should be on current situations, i.e., within the last 12 months. If you feel unable to answer a question, use the *Don't Know/Not Applicable* category. There is an opportunity for you to write comments at the end of the questionnaire. These will be compiled in text format in the final report.

THE QUESTIONS

For the most part, the questions reflect objectives that Measurement Canada has set for itself. Therefore they are all written in a positive fashion. The senior management team wants to know if, from your perspective, Measurement Canada is achieving these objectives.

REGIONAL EMPLOYEES AND ACTING ASSIGNMENTS

Unless indicated otherwise, you should focus on your region/directorate when answering the questions. Regional employees who are reporting to HQ should select the Headquarters work location. If you are currently in a long term acting assignment (more than six months), please select the work location in which you are acting; if less than six months, select your substantive work location.

MESURES CANADA SONDAGE DES EMPLOYÉS 2002

VEUILLEZ NE PAS ACCÉDER AU QUESTIONNAIRE PLUS D'UNE FOIS POUR ASSURER L'INTÉGRITÉ DES RÉSULTATS.

SI VOUS VOULEZ SIMPLEMENT PARCOURIR LE QUESTIONNAIRE SANS ENREGISTRER VOS RÉPONSES, VEUILLEZ CLIQUER [ICI](#).

UNE TIERCE PARTIE

Ce sondage est mené pour Mesures Canada par le *Réseau Circum inc.*, une firme de consultation en gestion et en recherche située à Hull, Québec.

LA TÂCHE

Le questionnaire se divise en sept parties et prendra environ 20 minutes à compléter. Répondez avec la première réponse qui vous vient à l'esprit. Vous n'aurez peut-être pas toute l'information que vous voudriez avoir, mais vous devriez interpréter les questions selon votre propre perspective. Faites porter vos réponses sur la situation actuelle, c.-à-d., les derniers 12 mois. Si vous n'êtes pas en mesure de répondre, utilisez la catégorie « ne sait pas / ne s'applique pas ». Vous aurez l'occasion d'écrire des commentaires à la fin du questionnaire; ceux-ci seront compilés en format textuel et intégrés au rapport final.

LES QUESTIONS

Toutes les questions reflètent les objectifs que Mesures Canada s'est donnés. C'est pourquoi elles sont toutes écrites de façon positive. L'équipe de gestion voudrait savoir si, selon vous, Mesures Canada atteint ces objectifs.

EMPLOYÉS RÉGIONAUX ET AFFECTATIONS INTÉRIMAIRES

Nous vous demandons de répondre aux questions dans le contexte de votre région/direction, à moins d'indication contraire. Les employés en régions se rapportant à l'administration centrale devraient choisir l'administration centrale comme lieu de travail. Si vous êtes en affectation intérimaire pour une période de plus de six mois, veuillez indiquer le lieu de travail de votre affectation. Si, par contre,

vous êtes en affectation intérimaire pour moins de six mois, indiquez le lieu de travail de votre poste d'attache.

CONFIDENTIALITY

We assure you that your responses will be absolutely confidential. No one other than *Circum Network Inc.* will see the answers you provide. Your responses cannot be traced back to you.

CONFIDENTIALITÉ

Soyez assuré que vos réponses demeureront confidentielles. Seul le *Réseau Circum inc.* y aura accès. Vos réponses ne peuvent pas être rattachées à vous-même.

LOGISTICS

The questionnaire must be completed in one sitting. Please do not use the browser back arrow; instead, if needed, use the back button on the question page.

LOGISTIQUE

Le questionnaire doit être rempli d'un seul coup, sans interruption. Veuillez ne pas utiliser la flèche arrière du fureteur; au besoin, utilisez plutôt celle qui est située sur la page du questionnaire même.

NEED HELP?

If at any time you experience technical difficulties with any aspect of this questionnaire, please contact us at mc@circum.com

BESOIN D'AIDE ?

Pour toutes difficultés ou questions techniques concernant ce questionnaire, veuillez communiquer par courriel avec mc@circum.com

Start the questionnaire

Démarrer le questionnaire



Pour de l'aide,
écrivez à mc@circum.com

English

Section 1

La première section traite des questions de SATISFACTION EN EMPLOI. Veuillez indiquer dans quelle mesure vous êtes en accord ou en désaccord avec chaque énoncé. Notez que le « désaccord » est à gauche de l'écran et que l'« accord » est à droite.

	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Je comprends clairement mon rôle et mes responsabilités.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je n'ai pas à travailler un nombre d'heures excessif pour faire mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dans mon travail, on ne me fait généralement pas de demandes irréalistes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

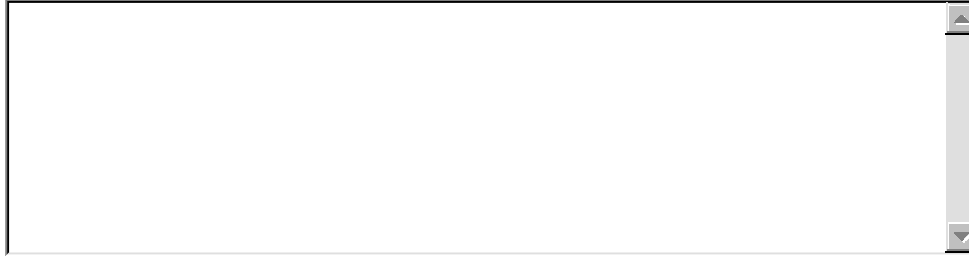
	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
On m'accorde la souplesse nécessaire pour équilibrer ma vie personnelle familiale et professionnelle.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Il y a un bon esprit d'équipe dans mon groupe de travail immédiat (c.-à-d., bureau régional, district, direction, division, laboratoire).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
En général, je suis satisfait de mon emploi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D'après vous, lequel des objectifs de cette section devrait être LA priorité d'amélioration à Mesures Canada?

- Je comprends clairement mon rôle et mes responsabilités.
- Je n'ai pas à travailler un nombre d'heures excessif pour faire mon travail.

- Dans mon travail, on ne me fait généralement pas de demandes irréalistes.
- On m'accorde la souplesse nécessaire pour équilibrer ma vie personnelle familiale et professionnelle.
- Il y a un bon esprit d'équipe dans mon groupe de travail immédiat (c.-à-d., bureau régional, district, direction, division, laboratoire).
- En général, je suis satisfait de mon emploi.
- Ne sait pas / Pas d'opinion

À votre point de vue, que peut faire Mesures Canada pour améliorer la situation face à cet objectif?



Page suivante

Questionnaire géré par le système CallWeb du Réseau Circum inc.



Pour de l'aide,
écrivez à mc@circum.com

English

Section 2

La deuxième section traite des questions reliées au MILIEU DE TRAVAIL.

	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Les pratiques de travail sécuritaires font partie intégrante de mon milieu de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On me fournit l'équipement nécessaire pour effectuer mon travail de manière sécuritaire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On me fournit l'équipement nécessaire pour effectuer mon travail avec efficacité.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Mon environnement de travail de bureau (c.-à-d., qualité de l'air, température, espace, bruit) est adéquat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Il n'y a pas de discrimination dans mon milieu de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Il n'y a pas de harcèlement dans mon milieu de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
À Mesures Canada, je peux utiliser la langue officielle de mon choix dans le cadre de mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans l'ensemble, je suis satisfait(e) du milieu de travail chez Mesures Canada.

D'après vous, lequel des objectifs de cette section devrait être LA priorité d'amélioration à Mesures Canada?

- Les pratiques de travail sécuritaires font partie intégrante de mon milieu de travail.
- On me fournit l'équipement nécessaire pour effectuer mon travail de manière sécuritaire.
- On me fournit l'équipement nécessaire pour effectuer mon travail avec efficacité.
- Mon environnement de travail de bureau (c.-à-d., qualité de l'air, température, espace, bruit) est adéquat.
- Il n'y a pas de discrimination dans mon milieu de travail.
- Il n'y a pas de harcèlement dans mon milieu de travail.
- À Mesures Canada, je peux utiliser la langue officielle de mon choix dans le cadre de mon travail.
- Dans l'ensemble, je suis satisfait(e) du milieu de travail chez Mesures Canada.
- Ne sait pas / Pas d'opinion

À votre point de vue, que peut faire Mesures Canada pour améliorer la situation face à cet objectif?

Page précédente

Page suivante

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écrivez à mc@circum.com

English

Section 3

La troisième section traite des questions reliées aux COMMUNICATIONS.

	Totalement en désaccord --	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord ++	Ne sait pas / Ne s'applique pas
Mon surveillant/gestionnaire m'informe des enjeux importants qui affectent mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On me fournit l'information dont j'ai besoin pour accomplir mon travail efficacement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Il y a une bonne communication au sein de mon groupe de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord --	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord ++	Ne sait pas / Ne s'applique pas
À ma connaissance, la communication entre l'administration centrale et les régions est bonne.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
La direction déploie des efforts suffisants pour obtenir l'opinion et les idées des employé(e)s sur les questions qui touchent leur travail et leur milieu de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mon surveillant/gestionnaire m'encourage à exprimer mon point de vue ouvertement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord --	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord ++	Ne sait pas / Ne s'applique pas
Je peux faire part de mes plaintes et de mes problèmes à mon surveillant/gestionnaire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

sans risque de préjudice.

Je reçois périodiquement de la
rétroaction sur mon travail.



D'après vous, lequel des objectifs de cette section devrait être LA priorité d'amélioration à Mesures Canada?

- Mon surveillant/gestionnaire m'informe des enjeux importants qui affectent mon travail.
- On me fournit l'information dont j'ai besoin pour accomplir mon travail efficacement.
- Il y a une bonne communication au sein de mon groupe de travail.
- À ma connaissance, la communication entre l'administration centrale et les régions est bonne.
- La direction déploie des efforts suffisants pour obtenir l'opinion et les idées des employé(e)s sur les questions qui touchent leur travail et leur milieu de travail.
- Mon surveillant/gestionnaire m'encourage à exprimer mon point de vue ouvertement.
- Je peux faire part de mes plaintes et de mes problèmes à mon surveillant/gestionnaire sans risque de préjudice.
- Je reçois périodiquement de la rétroaction sur mon travail.
- Ne sait pas / Pas d'opinion

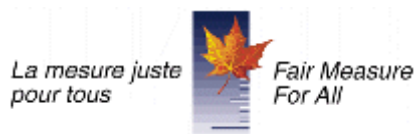
À votre point de vue, que peut faire Mesures Canada pour améliorer la situation face à cet objectif?

A large rectangular text input field with a thin black border. On the right side, there is a vertical scrollbar with a grey track and a white slider, indicating that the field is scrollable.

Page précédente

Page suivante

Questionnaire géré par le système **CallWeb** du *Réseau Circum inc.*



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English

Section 4

La quatrième section traite des questions reliées au LEADERSHIP.

	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Je comprends clairement où Mesures Canada se dirige dans les prochaines années.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'appuie la mission, la vision, les valeurs et les objectifs de Mesures Canada.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je crois que la direction stratégique de l'organisme nous permettra de mieux nous acquitter de notre mandat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Je fais la promotion de la direction stratégique de Mesures Canada auprès des autres, y compris nos clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mon surveillant/gestionnaire s'efforce de maintenir de bonnes relations employeur/employé(e).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mon surveillant/gestionnaire est un exemple qui encourage l'excellence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Mon surveillant/gestionnaire respecte ses engagements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mon surveillant/gestionnaire

fixe des objectifs clairs pour mon groupe de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mon surveillant/gestionnaire traite les employé(e)s causant des problèmes avec efficacité	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Mon surveillant/gestionnaire traite les questions de santé et de sécurité avec efficacité.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D'après vous, lequel des objectifs de cette section devrait être LA priorité d'amélioration à Mesures Canada?

- Je comprends clairement où Mesures Canada se dirige dans les prochaines années.
- J'appuie la mission, la vision, les valeurs et les objectifs de Mesures Canada.
- Je crois que la direction stratégique de l'organisme nous permettra de mieux nous acquitter de notre mandat.
- Je fais la promotion de la direction stratégique de Mesures Canada auprès des autres, y compris nos clients.
- Mon surveillant/gestionnaire s'efforce de maintenir de bonnes relations employeur/employé(e).
- Mon surveillant/gestionnaire est un exemple qui encourage l'excellence.
- Mon surveillant/gestionnaire respecte ses engagements.
- Mon surveillant/gestionnaire fixe des objectifs clairs pour mon groupe de travail.
- Mon surveillant/gestionnaire traite les employé(e)s causant des problèmes avec efficacité.
- Mon surveillant/gestionnaire traite les questions de santé et de sécurité avec efficacité.
- Ne sait pas / Pas d'opinion

À votre point de vue, que peut faire Mesures Canada pour améliorer la situation face à cet objectif?

Page précédente

Page suivante

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English

Section 5

La cinquième section traite des questions reliées aux VALEURS partagées de Mesures Canada et du Secteur des opérations, soit l'honnêteté, l'intégrité, le respect, l'équité, la reconnaissance, le travail d'équipe, la communication, l'apprentissage, l'innovation, la responsabilisation face à nos actions.

	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Mon surveillant/gestionnaire agit conformément aux valeurs de l'organisme/du secteur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mes collègues agissent conformément aux valeurs de l'organisme/du secteur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je me sens valorisé(e) en tant qu'employé(e) de Mesures Canada.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
On m'encourage à innover dans mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On m'encourage à suggérer des améliorations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On reconnaît un travail bien fait.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord — —	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord + +	Ne sait pas / Ne s'applique pas
Mon surveillant/gestionnaire accepte la responsabilité de ses actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D'après vous, lequel des objectifs de cette section devrait être LA priorité d'amélioration à Mesures Canada?

- Mon surveillant/gestionnaire agit conformément aux valeurs de l'organisme/du secteur.
- Mes collègues agissent conformément aux valeurs de l'organisme/du secteur.
- Je me sens valorisé(e) en tant qu'employé(e) de Mesures Canada.
- On m'encourage à innover dans mon travail.
- On m'encourage à suggérer des améliorations.
- On reconnaît un travail bien fait.
- Mon surveillant/gestionnaire accepte la responsabilité de ses actions.
- Ne sait pas / Pas d'opinion

À votre point de vue, que peut faire Mesures Canada pour améliorer la situation face à cet objectif?

Page précédente

Page suivante

Questionnaire géré par le système CallWeb du Réseau Circum inc.



Pour de l'aide,
écrivez à mc@circum.com

English

Section 6

La sixième section traite des PRATIQUES DE GESTION DES RESSOURCES HUMAINES.

	Totalement en désaccord --	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord ++	Ne sait pas / Ne s'applique pas
Le Programme de reconnaissance et de récompense de l'organisme est administré équitablement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je suis satisfait des programmes de l'organisme en matière de santé et de sécurité au travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je reçois la formation nécessaire pour effectuer mon travail efficacement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord --	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord ++	Ne sait pas / Ne s'applique pas
Je reçois la formation nécessaire pour effectuer mon travail de manière sécuritaire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je suis satisfait(e) des possibilités de perfectionnement professionnel qui me sont disponibles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je suis satisfait(e) du processus de dotation des postes de l'organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Totalement en désaccord --	Généralement en désaccord —	Généralement d'accord +	Totalement d'accord ++	Ne sait pas / Ne s'applique pas
Je crois qu'au sein de l'organisme les promotions sont accordées selon le	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

mérite.

On me traite équitablement lorsque je demande des affectations qui pourraient aider à faire avancer ma carrière.

L'organisme encourage la représentation des groupes cibles de l'équité en matière d'emploi (les femmes, les minorités visibles, les autochtones et les personnes handicapées).

D'après vous, lequel des objectifs de cette section devrait être LA priorité d'amélioration à Mesures Canada?

- Le Programme de reconnaissance et de récompense de l'organisme est administré équitablement.
- Je suis satisfait des programmes de l'organisme en matière de santé et de sécurité au travail.
- Je reçois la formation nécessaire pour effectuer mon travail efficacement.
- Je reçois la formation nécessaire pour effectuer mon travail de manière sécuritaire.
- Je suis satisfait(e) des possibilités de perfectionnement professionnel qui me sont disponibles.
- Je suis satisfait(e) du processus de dotation des postes de l'organisation.
- Je crois qu'au sein de l'organisme les promotions sont accordées selon le mérite.
- On me traite équitablement lorsque je demande des affectations qui pourraient aider à faire avancer ma carrière.
- L'organisme encourage la représentation des groupes cibles de l'équité en matière d'emploi (les femmes, les minorités visibles, les autochtones et les personnes handicapées).
- Ne sait pas / Pas d'opinion

À votre point de vue, que peut faire Mesures Canada pour améliorer la situation face à cet objectif?

Page précédente

Page suivante

Questionnaire géré par le système CallWeb du Réseau Circum inc.



Pour de l'aide,
écrivez à mc@circum.com

English

Section 7

La septième section recueille deux informations pour des fins statistiques et vous permet de laisser des commentaires additionnels. Rappelez-vous que vos réponses demeureront strictement confidentielles, qu'elles ne seront traitées que par la firme engagée pour ce sondage et que seules des données portant sur des groupes d'au moins cinq personnes seront présentées dans le rapport final.

Quel est votre lieu de travail?

(Les employés en régions se rapportant à l'administration centrale devraient choisir l'administration centrale comme lieu de travail. Si vous êtes en affectation intérimaire pour une période de plus de six mois, veuillez indiquer le lieu de travail de votre affectation. Si, par contre, vous êtes en affectation intérimaire pour moins de six mois, indiquez le lieu de travail de votre poste d'attache.)

- Atlantique
- Québec
- Ontario
- Prairies
- Pacifique
- Administration centrale – Laboratoire
- Administration centrale – Autre

À quel est groupe professionnel appartenez-vous?

- Direction
- Technique/Exploitation/Professionnel (TI, MDO, CS, ENG)
- Administration (DACON, CR, SCY, AS, PG)

Si vous désirez faire part d'autres commentaires relatifs aux domaines où des améliorations sont requises, veuillez utiliser l'espace suivant à cet effet. C'est une bonne occasion d'expliquer à la direction comment le climat de travail peut être amélioré au sein de l'organisme.

(À des fins de confidentialité, veuillez vous assurer de ne pas vous identifier et de ne pas identifier quelqu'un d'autre de quelque façon que ce soit. Vos commentaires seront intégrés au rapport final textuellement et dans la langue officielle dans laquelle vous les aurez faits.)



Merci de votre participation. Nous apprécions grandement votre rétroaction.

Veuillez cliquer une dernière fois sur le bouton « Page suivante » pour enregistrer vos réponses.

Page précédente

Page suivante

Questionnaire géré par le système **CallWeb** du *Réseau Circum inc.*

**MEASUREMENT CANADA
EMPLOYEE SURVEY 2002**

Thank you very much for your collaboration.

Your answers have been faithfully recorded.

**MESURES CANADA
SONDAGE DES EMPLOYÉS 2002**

Merci de votre collaboration.

Vos réponses ont été fidèlement enregistrées.

APPENDIX B

Detailed tables

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1A clear understanding of role and resp. weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	86%	77%	81%	84%	89%	95%	78%	96%	100%	82%	100%	86%	86%
Totally disagree	4%	11%	3%	8%	0%	0%	0%	0%	0%	5%	0%	4%	2%
Mostly disagree	10%	6%	16%	8%	11%	5%	22%	2%	0%	13%	0%	10%	10%
Mostly agree	49%	60%	30%	56%	57%	38%	45%	52%	37%	49%	57%	54%	33%
Totally agree	37%	17%	51%	27%	32%	57%	33%	43%	63%	33%	43%	32%	53%
DK/NA	1%	6%	0%	0%	0%	0%	0%	2%	0%	1%	0%	0%	1%
mean for these data:	7.4	6.3	7.7	6.8	7.4	8.4	7.0	8.1	8.8	7.0	8.1	7.2	8.0
sig. test for means:				*		*		**	**	***	**	*	*

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement.

	-----WORK LOCATION-----							-----OCCUPATIONAL GROUP-----			-----SURVEY-----		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1B No excessive hours to get the job done													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	79%	54%	88%	81%	87%	86%	67%	72%	73%	79%	83%	79%	81%
Totally disagree	6%	11%	3%	11%	0%	5%	0%	9%	22%	5%	6%	6%	6%
Mostly disagree	14%	34%	8%	8%	13%	9%	28%	15%	6%	15%	12%	14%	11%
Mostly agree	50%	43%	55%	48%	58%	57%	49%	44%	61%	53%	34%	51%	48%
Totally agree	29%	11%	33%	33%	28%	29%	18%	29%	12%	26%	49%	27%	33%
DK/NA	1%	0%	0%	0%	0%	0%	4%	4%	0%	1%	0%	1%	1%
mean for these data:	6.8	5.1	7.3	6.8	7.2	7.0	6.3	6.6	5.4	6.8	7.6	6.7	7.0
sig. test for means:		*											

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1C No unrealistic demands being made on me	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	82%	77%	89%	79%	87%	91%	55%	88%	86%	79%	97%	80%	89%
Totally disagree	4%	0%	0%	10%	0%	0%	9%	2%	0%	4%	3%	5%	0%
Mostly disagree	13%	23%	11%	9%	13%	9%	36%	6%	14%	15%	0%	13%	10%
Mostly agree	56%	71%	51%	51%	64%	67%	46%	59%	79%	54%	58%	57%	55%
Totally agree	26%	6%	39%	28%	23%	24%	9%	28%	6%	25%	39%	23%	34%
DK/NA	1%	0%	0%	2%	0%	0%	0%	4%	0%	2%	0%	1%	1%
mean for these data:	6.9	6.1	7.6	6.6	7.0	7.2	5.2	7.3	6.4	6.7	7.8	6.7	7.5
sig. test for means:			*				**				*	*	*

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement.

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1E Balance my personal, family and work resp. weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	91%	100%	83%	93%	97%	86%	82%	94%	85%	91%	95%	93%	84%
Totally disagree	2%	0%	3%	3%	0%	0%	4%	2%	0%	3%	0%	2%	4%
Mostly disagree	7%	0%	14%	4%	3%	14%	13%	2%	15%	6%	5%	5%	11%
Mostly agree	46%	71%	37%	44%	58%	43%	69%	33%	48%	46%	46%	48%	42%
Totally agree	45%	29%	46%	49%	39%	43%	13%	60%	37%	44%	48%	45%	42%
DK/NA	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	1%
mean for these data:	7.8	7.7	7.6	8.0	7.9	7.7	6.4	8.5	7.4	7.8	8.1	7.9	7.5
sig. test for means:							**	*					

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement.

	WORK LOCATION								OCCUPATIONAL GROUP			SURVEY LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1F Good team spirit in my immediate work unit	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	69%	83%	68%	57%	87%	86%	32%	81%	94%	64%	80%	68%	71%
Totally disagree	10%	6%	5%	13%	0%	0%	36%	11%	0%	12%	6%	11%	6%
Mostly disagree	20%	11%	27%	28%	13%	14%	33%	6%	6%	24%	11%	20%	22%
Mostly agree	50%	65%	45%	50%	60%	49%	27%	54%	71%	50%	44%	51%	48%
Totally agree	19%	18%	23%	7%	26%	37%	4%	27%	24%	14%	36%	17%	23%
DK/NA	1%	0%	0%	2%	0%	0%	0%	2%	0%	0%	3%	1%	1%
mean for these data:	6.0	6.5	6.2	5.0	7.1	7.4	3.3	6.7	7.3	5.6	7.2	5.9	6.3
sig. test for means:				**	**	**	***		**	***	**		

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement.

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1G In general, I am satisfied with my job	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	83%	94%	81%	80%	95%	95%	60%	81%	95%	79%	95%	83%	83%
Totally disagree	4%	0%	3%	8%	0%	0%	13%	0%	0%	5%	0%	4%	2%
Mostly disagree	13%	6%	16%	12%	5%	5%	27%	17%	5%	15%	5%	13%	13%
Mostly agree	62%	94%	50%	64%	75%	77%	51%	46%	82%	59%	64%	64%	54%
Totally agree	21%	0%	31%	17%	19%	18%	9%	35%	13%	20%	31%	19%	30%
DK/NA	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	1%
mean for these data:	6.7	6.5	7.0	6.3	7.2	7.1	5.2	7.3	6.9	6.5	7.6	6.6	7.1
sig. test for means:							*			**	**		

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1Y JOB SATISFACTION													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
Good team spirit in my...	239	18	36	59	36	21	22	47	16	185	36	188	51
	29%	17%	33%	36%	22%	19%	49%	17%	7%	31%	28%	28%	30%
Clear understanding of role...	28%	53%	33%	35%	30%	9%	18%	16%	18%	33%	14%	29%	26%
				+				---		+			
Don't know / No opinion	13%	6%	6%	11%	20%	23%	9%	20%	14%	9%	33%	15%	7%
			--		+			+		---	+++	++	--
Satisfied with my job	10%	6%	5%	5%	12%	21%	9%	17%	28%	10%	0%	11%	6%
			--					++			---		
Balance my personal, family...	8%	6%	12%	7%	3%	14%	4%	13%	8%	8%	10%	7%	12%
					-			+					
No excessive number of hours	7%	6%	9%	3%	8%	5%	6%	13%	13%	6%	9%	5%	15%
				-				++				---	+++
No unrealistic demands	3%	0%	0%	4%	3%	9%	4%	5%	13%	3%	0%	4%	2%
			-								-		

The second section deals with WORK ENVIRONMENT issues.

	WORK LOCATION							OCCUPATIONAL GROUP			SURVEY LANGUAGE		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2A Safe work practices, an integral part...													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	95%	100%	100%	97%	97%	95%	91%	85%	95%	95%	98%	94%	97%
Totally disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Mostly disagree	2%	0%	0%	0%	3%	5%	9%	2%	0%	2%	2%	2%	0%
Mostly agree	45%	54%	28%	53%	41%	43%	63%	43%	31%	44%	58%	47%	38%
Totally agree	50%	46%	72%	44%	56%	52%	28%	42%	63%	51%	39%	47%	60%
DK/NA	3%	0%	0%	3%	0%	0%	0%	13%	5%	4%	0%	3%	3%
mean for these data:	8.3	8.2	9.1	8.2	8.5	8.2	7.3	8.2	8.9	8.4	7.9	8.2	8.7
sig. test for means:			**				*						

The second section deals with WORK ENVIRONMENT issues.

	WORK LOCATION							OCCUPATIONAL GROUP			SURVEY LANGUAGE		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2B Right equipment to do my job safely	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	93%	100%	100%	88%	100%	100%	78%	87%	95%	92%	98%	92%	96%
Totally disagree	0%	0%	0%	2%	0%	0%	0%	0%	0%	1%	0%	1%	0%
Mostly disagree	4%	0%	0%	7%	0%	0%	22%	4%	0%	5%	2%	5%	1%
Mostly agree	38%	48%	22%	48%	38%	47%	54%	26%	25%	40%	35%	42%	27%
Totally agree	54%	52%	78%	41%	62%	53%	24%	61%	70%	51%	63%	50%	69%
DK/NA	2%	0%	0%	3%	0%	0%	0%	9%	5%	3%	0%	2%	3%
mean for these data:	8.4	8.4	9.3	7.7	8.8	8.4	6.7	8.7	9.1	8.2	8.7	8.2	9.0
sig. test for means:			***	*			**			*		**	**

The second section deals with WORK ENVIRONMENT issues.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2C Right equipment to do my job effectively													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	91%	89%	92%	92%	95%	95%	69%	98%	100%	89%	100%	92%	91%
Totally disagree	1%	0%	0%	2%	0%	0%	4%	0%	0%	1%	0%	1%	0%
Mostly disagree	7%	6%	8%	7%	5%	5%	27%	0%	0%	9%	0%	7%	8%
Mostly agree	55%	71%	39%	66%	63%	47%	50%	47%	62%	56%	49%	59%	43%
Totally agree	36%	18%	53%	25%	32%	48%	18%	51%	38%	33%	51%	33%	47%
DK/NA	1%	6%	0%	0%	0%	0%	0%	2%	0%	1%	0%	0%	1%
mean for these data:	7.6	7.1	8.2	7.2	7.6	8.1	6.1	8.4	7.9	7.4	8.4	7.5	8.0
sig. test for means:							**	**		**	**		

The second section deals with WORK ENVIRONMENT issues.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2D My office work environment is adequate	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	86%	88%	91%	90%	84%	90%	76%	76%	82%	87%	82%	86%	85%
Totally disagree	2%	0%	3%	2%	3%	0%	4%	4%	0%	3%	2%	2%	4%
Mostly disagree	12%	12%	6%	8%	13%	10%	19%	17%	18%	10%	15%	12%	10%
Mostly agree	49%	47%	43%	51%	47%	66%	54%	45%	25%	52%	46%	50%	47%
Totally agree	37%	41%	48%	39%	37%	23%	22%	31%	57%	35%	36%	36%	38%
DK/NA	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	1%
mean for these data:	7.4	7.6	7.9	7.6	7.3	7.1	6.5	6.9	8.0	7.3	7.2	7.3	7.4
sig. test for means:													

The second section deals with WORK ENVIRONMENT issues.

	---WORK LOCATION---								---OCCUPATIONAL GROUP---			---SURVEY--- LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2E My workplace is free from discrimination													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	83%	100%	78%	82%	84%	100%	60%	87%	92%	80%	92%	84%	79%
Totally disagree	6%	0%	3%	10%	3%	0%	18%	4%	0%	8%	0%	7%	4%
Mostly disagree	9%	0%	17%	5%	11%	0%	22%	7%	8%	9%	8%	7%	16%
Mostly agree	44%	35%	55%	38%	44%	30%	45%	53%	29%	42%	64%	40%	57%
Totally agree	39%	65%	23%	44%	39%	70%	15%	35%	63%	38%	27%	44%	22%
DK/NA	2%	0%	3%	3%	3%	0%	0%	2%	0%	3%	0%	2%	1%
mean for these data:	7.3	8.8	6.7	7.3	7.5	9.0	5.2	7.4	8.5	7.1	7.3	7.5	6.6
sig. test for means:		***				***	**		*			*	*

The second section deals with WORK ENVIRONMENT issues.

	WORK LOCATION							OCCUPATIONAL GROUP			SURVEY LANGUAGE		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2F My workplace is free from harassment	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	84%	100%	83%	80%	92%	100%	46%	91%	92%	81%	94%	86%	81%
Totally disagree	4%	0%	3%	5%	0%	0%	18%	4%	8%	5%	0%	4%	4%
Mostly disagree	8%	0%	8%	8%	5%	0%	36%	2%	0%	9%	6%	7%	10%
Mostly agree	43%	24%	53%	41%	54%	30%	31%	45%	32%	42%	55%	42%	48%
Totally agree	41%	76%	30%	39%	38%	70%	15%	47%	60%	39%	40%	44%	32%
DK/NA	4%	0%	5%	7%	3%	0%	0%	2%	0%	5%	0%	3%	6%
mean for these data:	7.5	9.2	7.2	7.4	7.8	9.0	4.8	7.9	8.2	7.4	7.8	7.6	7.2
sig. test for means:		***				***	***						

The second section deals with WORK ENVIRONMENT issues.

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2G Can use my preferred official language	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	88%	94%	80%	92%	88%	95%	89%	85%	73%	89%	92%	93%	71%
Totally disagree	2%	0%	0%	2%	0%	0%	6%	4%	6%	2%	0%	1%	3%
Mostly disagree	7%	6%	18%	7%	0%	0%	5%	6%	15%	7%	2%	2%	22%
Mostly agree	28%	42%	33%	22%	11%	9%	54%	39%	18%	28%	33%	25%	37%
Totally agree	60%	52%	47%	70%	77%	86%	36%	46%	55%	61%	59%	68%	35%
DK/NA	3%	0%	3%	0%	12%	5%	0%	4%	6%	3%	5%	3%	4%
mean for these data:	8.4	8.2	7.7	8.7	9.6	9.7	7.3	7.8	7.7	8.4	8.7	8.9	6.9
sig. test for means:					***	***						***	***

The second section deals with WORK ENVIRONMENT issues.

	WORK LOCATION							OCCUPATIONAL GROUP			SURVEY LANGUAGE		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2H Satisfied with the working environment	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	89%	100%	95%	85%	95%	100%	64%	87%	100%	87%	95%	88%	91%
Totally disagree	3%	0%	3%	5%	0%	0%	9%	2%	0%	4%	0%	3%	2%
Mostly disagree	8%	0%	3%	10%	5%	0%	27%	9%	0%	9%	5%	9%	5%
Mostly agree	56%	71%	53%	56%	63%	44%	64%	47%	69%	56%	51%	56%	58%
Totally agree	33%	29%	41%	29%	31%	56%	0%	40%	31%	31%	44%	33%	34%
DK/NA	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	1%
mean for these data:	7.3	7.6	7.8	7.0	7.6	8.5	5.2	7.6	7.7	7.1	8.0	7.3	7.5
sig. test for means:						**	***			*	*		

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

	WORK LOCATION								OCCUPATIONAL GROUP			SURVEY LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2Y WORK ENVIRONMENT													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
Don't know / No opinion	239	18	36	59	36	21	22	47	16	185	36	188	51
	22%	6%	22%	22%	29%	34%	10%	25%	40%	20%	25%	24%	18%
Satisfied with the env...	16%	25%	8%	22%	8%	9%	13%	23%	13%	17%	16%	18%	10%
Right equipment, efficiency...	16%	46%	0%	17%	19%	18%	36%	6%	0%	19%	8%	20%	3%
Office work environment	13%	11%	11%	10%	11%	25%	0%	26%	5%	11%	29%	13%	16%
Free from discrimination	13%	6%	28%	8%	13%	0%	18%	9%	13%	14%	8%	9%	25%
Safe work practices...	7%	6%	3%	11%	11%	5%	9%	2%	14%	8%	0%	8%	2%
Preferred official language	6%	0%	23%	2%	3%	5%	0%	2%	8%	6%	3%	1%	21%
Free from harassment	6%	0%	5%	7%	6%	0%	13%	4%	0%	5%	9%	6%	6%
Right equipment, safety...	1%	0%	0%	2%	0%	5%	0%	2%	7%	1%	0%	2%	0%

The third section deals with COMMUNICATIONS issues.

	---WORK LOCATION---							---OCCUPATIONAL GROUP---			---SURVEY---		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3A Manager keeps me informed... weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	70%	94%	63%	56%	84%	94%	33%	88%	66%	65%	97%	71%	68%
Totally disagree	7%	0%	6%	13%	0%	0%	22%	4%	8%	9%	0%	8%	6%
				+++	--					++	--		
Mostly disagree	21%	6%	30%	29%	13%	6%	40%	6%	27%	24%	0%	20%	25%
			++	++	-			---		+++	---		
Mostly agree	44%	77%	35%	41%	44%	53%	24%	52%	47%	43%	49%	44%	44%
			-		+			+					
Totally agree	26%	17%	28%	15%	40%	42%	9%	35%	18%	23%	48%	27%	24%
			---	+++	++			---	---	+++	---		
DK/NA	2%	0%	0%	2%	3%	0%	4%	2%	0%	1%	3%	2%	1%
mean for these data:	6.4	7.1	6.2	5.3	7.6	7.9	4.0	7.4	5.9	6.0	8.3	6.4	6.2
sig. test for means:				**	**	**	**	**		***	***		

The third section deals with COMMUNICATIONS issues.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3C Provided with the info... effectively	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	77%	100%	77%	69%	81%	85%	51%	87%	60%	76%	92%	77%	78%
Totally disagree	4%	0%	3%	5%	0%	5%	18%	2%	0%	5%	0%	5%	2%
Mostly disagree	18%	0%	20%	24%	19%	10%	31%	7%	34%	19%	5%	17%	19%
Mostly agree	62%	100%	57%	63%	61%	56%	37%	64%	37%	63%	67%	63%	57%
Totally agree	15%	0%	19%	7%	21%	29%	14%	22%	23%	13%	25%	14%	20%
DK/NA	1%	0%	0%	2%	0%	0%	0%	5%	5%	0%	3%	1%	1%
mean for these data:	6.3	6.7	6.5	5.8	6.7	7.0	4.9	7.1	6.3	6.1	7.4	6.3	6.6
sig. test for means:		*		*			*	*		*	***		

The third section deals with COMMUNICATIONS issues.

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3D Good communication within my work unit	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	69%	94%	64%	51%	89%	100%	42%	78%	80%	65%	85%	70%	68%
Totally disagree	8%	0%	5%	13%	0%	0%	27%	4%	0%	10%	0%	9%	4%
Mostly disagree	22%	6%	30%	32%	11%	0%	31%	16%	20%	24%	11%	20%	26%
Mostly agree	53%	83%	47%	42%	66%	77%	33%	57%	67%	52%	54%	53%	52%
Totally agree	16%	11%	17%	10%	24%	23%	9%	22%	13%	13%	32%	16%	16%
DK/NA	1%	0%	0%	3%	0%	0%	0%	2%	0%	1%	3%	1%	1%
mean for these data:	6.0	6.9	5.9	5.0	7.1	7.5	4.1	6.6	6.4	5.7	7.4	6.0	6.0
sig. test for means:		*		**	***	***	*			***	***		

The third section deals with COMMUNICATIONS issues.

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3E Good comm. b/w headquarters & the regions weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	52%	54%	53%	29%	70%	53%	51%	74%	61%	45%	82%	50%	60%
Totally disagree	11%	0%	19%	19%	5%	9%	4%	4%	7%	14%	0%	10%	14%
Mostly disagree	25%	34%	25%	39%	16%	24%	18%	11%	27%	28%	9%	26%	24%
Mostly agree	45%	48%	39%	27%	62%	53%	40%	65%	49%	42%	61%	44%	48%
Totally agree	7%	6%	14%	2%	9%	0%	11%	9%	12%	4%	21%	6%	12%
DK/NA	11%	11%	3%	13%	8%	14%	27%	11%	5%	12%	9%	14%	1%
mean for these data:	5.2	5.6	5.0	3.8	6.0	5.0	5.9	6.3	5.6	4.7	7.1	5.1	5.3
sig. test for means:				***	*			***		***	***		

The third section deals with COMMUNICATIONS issues.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3F Sufficient effort to get employee ideas													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	62%	66%	67%	48%	84%	76%	28%	68%	73%	56%	83%	62%	62%
Totally disagree	11%	6%	3%	20%	3%	9%	31%	2%	7%	12%	3%	13%	4%
Mostly disagree	25%	23%	30%	30%	11%	15%	40%	23%	20%	30%	6%	23%	31%
Mostly agree	50%	48%	56%	44%	75%	57%	18%	42%	62%	48%	53%	51%	47%
Totally agree	12%	18%	11%	3%	8%	19%	11%	26%	11%	8%	30%	11%	15%
DK/NA	2%	6%	0%	2%	3%	0%	0%	7%	0%	1%	8%	2%	3%
mean for these data:	5.5	6.1	5.9	4.4	6.4	6.2	3.6	6.6	5.9	5.1	7.3	5.4	5.9
sig. test for means:				***	**		**	**		***	***		

The third section deals with COMMUNICATIONS issues.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3G Encouraged to express my views openly	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	78%	100%	77%	72%	89%	94%	33%	84%	74%	75%	92%	78%	76%
Totally disagree	6%	0%	8%	7%	0%	6%	22%	2%	5%	7%	0%	6%	6%
Mostly disagree	15%	0%	15%	20%	11%	0%	45%	11%	21%	17%	5%	15%	17%
Mostly agree	51%	54%	52%	57%	58%	47%	24%	47%	51%	50%	53%	51%	51%
Totally agree	27%	46%	25%	15%	31%	47%	9%	37%	24%	25%	39%	28%	24%
DK/NA	1%	0%	0%	2%	0%	0%	0%	2%	0%	0%	3%	1%	1%
mean for these data:	6.7	8.2	6.5	6.1	7.4	7.8	4.0	7.4	6.4	6.5	7.9	6.7	6.5
sig. test for means:		**		*	*	*	***	*		*	***		

The third section deals with COMMUNICATIONS issues.

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3H Can bring complaints to my manager...	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	80%	100%	74%	77%	92%	94%	37%	87%	80%	77%	92%	81%	76%
Totally disagree	6%	0%	5%	12%	0%	0%	18%	4%	0%	8%	0%	7%	4%
Mostly disagree	11%	0%	15%	10%	8%	6%	36%	7%	20%	11%	5%	9%	17%
Mostly agree	46%	59%	43%	54%	52%	42%	24%	39%	42%	49%	38%	46%	48%
Totally agree	34%	41%	31%	23%	39%	52%	14%	48%	38%	29%	54%	35%	28%
DK/NA	3%	0%	5%	2%	0%	0%	9%	2%	0%	3%	3%	2%	4%
mean for these data:	7.0	8.0	6.9	6.3	7.7	8.2	4.6	7.8	7.3	6.7	8.4	7.1	6.8
sig. test for means:		*		*	*	*	**	*		**	***		

The third section deals with COMMUNICATIONS issues.

	-----WORK LOCATION-----								OCCUPATIONAL GROUP			-----SURVEY----- LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3I Receive periodic feedback on performance	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	68%	89%	61%	51%	89%	94%	42%	81%	66%	63%	94%	70%	64%
Totally disagree	6%	0%	5%	15%	0%	0%	0%	4%	0%	8%	0%	6%	6%
Mostly disagree	24%	6%	33%	33%	11%	6%	58%	13%	34%	28%	2%	23%	29%
Mostly agree	50%	64%	47%	44%	56%	71%	37%	52%	43%	49%	61%	50%	51%
Totally agree	18%	25%	14%	7%	33%	23%	4%	29%	23%	14%	33%	20%	14%
DK/NA	1%	6%	0%	2%	0%	0%	0%	2%	0%	1%	3%	1%	1%
mean for these data:	6.1	7.4	5.7	4.8	7.4	7.3	4.9	7.0	6.3	5.7	7.8	6.2	5.8
sig. test for means:		**		***	***	**	**	*		***	***		

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

	WORK LOCATION							OCCUPATIONAL GROUP			SURVEY LANGUAGE		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3Y COMMUNICATIONS													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
Good comm b/w HQ & the regions	239	18	36	59	36	21	22	47	16	185	36	188	51
	21%	29%	22%	19%	30%	42%	0%	15%	18%	25%	6%	22%	20%
Don't know / No opinion	19%	23%	11%	15%	18%	30%	11%	33%	29%	12%	47%	20%	16%
Effort to get employee ideas	14%	19%	14%	12%	11%	14%	22%	15%	6%	15%	15%	14%	15%
Manager keeps me informed...	11%	18%	16%	12%	8%	5%	9%	8%	7%	13%	5%	11%	12%
Provided with the info...	10%	0%	8%	12%	16%	5%	18%	5%	13%	11%	5%	11%	8%
Good comm. within my work unit	9%	11%	8%	14%	0%	0%	13%	11%	7%	9%	12%	10%	6%
Per. feedback on performance	7%	0%	3%	8%	8%	5%	13%	6%	0%	8%	2%	7%	6%
Bring complaints to my manager	5%	0%	12%	5%	0%	0%	9%	4%	8%	5%	2%	3%	10%
Encouraged to express my view	4%	0%	6%	3%	9%	0%	0%	2%	14%	2%	6%	3%	7%

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4A Clear understanding of where weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	42%	42%	28%	21%	67%	39%	37%	72%	61%	36%	62%	42%	41%
Totally disagree	26%	6%	33%	46%	13%	27%	31%	4%	14%	31%	10%	27%	23%
Mostly disagree	28%	52%	36%	29%	19%	34%	27%	15%	25%	31%	17%	27%	33%
Mostly agree	34%	36%	23%	16%	59%	30%	33%	55%	61%	27%	55%	33%	36%
Totally agree	8%	6%	5%	5%	8%	9%	4%	17%	0%	9%	7%	9%	6%
DK/NA	4%	0%	3%	5%	0%	0%	4%	9%	0%	3%	12%	4%	3%
mean for these data:	4.1	4.7	3.4	2.6	5.4	4.0	3.7	6.4	4.9	3.8	5.6	4.1	4.2
sig. test for means:				***	**			***		**	**		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-							-OCCUPATIONAL GROUP-			-SURVEY-		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4B Support MC's mission, vision, values... weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	77%	77%	78%	70%	76%	76%	78%	85%	95%	71%	94%	75%	81%
Totally disagree	4%	0%	5%	8%	5%	0%	4%	0%	0%	6%	0%	5%	4%
Mostly disagree	15%	17%	16%	17%	19%	24%	9%	8%	5%	19%	3%	16%	13%
Mostly agree	50%	66%	56%	48%	44%	57%	45%	47%	47%	48%	64%	49%	56%
Totally agree	26%	11%	23%	22%	32%	19%	33%	38%	48%	23%	30%	27%	25%
DK/NA	4%	6%	0%	5%	0%	0%	9%	6%	0%	4%	3%	4%	1%
mean for these data:	6.7	6.5	6.5	6.3	6.8	6.5	7.2	7.7	8.1	6.4	7.6	6.7	6.8
sig. test for means:								**	*	***	**		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4C MCs direction will... fulfill mandate	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	47%	48%	48%	36%	54%	48%	37%	64%	73%	40%	69%	46%	53%
Totally disagree	12%	6%	22%	16%	8%	14%	4%	4%	0%	16%	0%	10%	20%
Mostly disagree	24%	23%	22%	31%	27%	29%	27%	10%	27%	28%	3%	26%	20%
Mostly agree	37%	41%	37%	33%	36%	43%	32%	41%	39%	33%	53%	35%	41%
Totally agree	11%	7%	11%	3%	18%	5%	6%	23%	35%	7%	17%	10%	12%
DK/NA	16%	23%	8%	17%	11%	10%	31%	22%	0%	16%	27%	19%	7%
mean for these data:	5.2	5.5	4.7	4.3	5.7	4.8	5.2	6.8	6.9	4.6	7.3	5.2	5.0
sig. test for means:				**				***	*	***	***		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY- LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4D Promote MC's strategic direction to others	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	64%	59%	65%	51%	81%	77%	55%	68%	100%	62%	52%	62%	67%
Totally disagree	5%	6%	6%	10%	5%	5%	0%	0%	0%	6%	3%	5%	6%
Mostly disagree	17%	23%	22%	23%	14%	9%	9%	6%	0%	19%	11%	17%	16%
Mostly agree	49%	48%	56%	43%	58%	62%	46%	40%	77%	48%	41%	46%	60%
Totally agree	15%	11%	8%	8%	23%	15%	9%	28%	23%	14%	11%	17%	8%
DK/NA	15%	12%	8%	16%	0%	10%	36%	26%	0%	12%	33%	16%	11%
mean for these data:	6.2	5.8	5.8	5.3	6.6	6.6	6.7	7.7	7.5	6.0	6.3	6.3	5.9
sig. test for means:				**				***	**	*			

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4E Manager strives to maintain good relations	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	82%	100%	83%	77%	100%	94%	37%	85%	80%	79%	100%	83%	81%
Totally disagree	6%	0%	6%	8%	0%	0%	27%	2%	8%	7%	0%	6%	5%
Mostly disagree	11%	0%	11%	15%	0%	6%	36%	6%	12%	13%	0%	10%	12%
Mostly agree	42%	41%	44%	53%	44%	27%	18%	35%	29%	41%	51%	42%	42%
Totally agree	41%	59%	39%	23%	56%	67%	20%	51%	51%	38%	49%	41%	39%
DK/NA	1%	0%	0%	0%	0%	0%	0%	6%	0%	1%	0%	0%	3%
mean for these data:	7.3	8.6	7.2	6.4	8.6	8.7	4.3	8.1	7.5	7.1	8.3	7.3	7.3
sig. test for means:		**		**	***	**	***	*		*	***		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4F Manager sets an example... excellence	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	72%	71%	69%	65%	92%	94%	28%	83%	73%	68%	91%	73%	69%
Totally disagree	9%	0%	14%	10%	0%	0%	27%	8%	8%	11%	0%	8%	12%
Mostly disagree	15%	17%	14%	22%	5%	6%	45%	2%	20%	17%	6%	15%	14%
Mostly agree	44%	47%	49%	48%	50%	46%	19%	34%	33%	46%	39%	42%	48%
Totally agree	29%	24%	20%	17%	42%	48%	9%	49%	39%	23%	52%	31%	21%
DK/NA	4%	11%	3%	3%	3%	0%	0%	6%	0%	4%	3%	3%	5%
mean for these data:	6.5	7.0	5.9	5.8	7.9	8.1	3.7	7.8	6.8	6.1	8.3	6.7	6.1
sig. test for means:				*	***	**	***	**		***	***		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4G Manager follows through on what (s)he says	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	80%	94%	85%	68%	97%	100%	46%	83%	78%	77%	98%	80%	82%
Totally disagree	4%	0%	3%	5%	0%	0%	18%	4%	8%	5%	0%	5%	3%
Mostly disagree	13%	6%	12%	22%	0%	0%	31%	9%	15%	14%	2%	12%	13%
Mostly agree	52%	70%	60%	48%	63%	52%	37%	42%	44%	52%	60%	51%	57%
Totally agree	28%	24%	25%	20%	34%	48%	9%	42%	34%	25%	38%	29%	25%
DK/NA	3%	0%	0%	5%	3%	0%	4%	4%	0%	4%	0%	3%	1%
mean for these data:	6.9	7.3	6.9	6.3	7.9	8.3	4.7	7.5	6.8	6.7	7.9	6.9	6.9
sig. test for means:				*	**	**	**			*	**		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4H Manager sets clear objectives for my unit	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	66%	77%	66%	47%	89%	100%	33%	77%	78%	60%	91%	67%	66%
Totally disagree	7%	0%	5%	12%	0%	0%	27%	4%	0%	9%	0%	8%	6%
Mostly disagree	24%	23%	29%	38%	11%	0%	36%	10%	22%	28%	3%	23%	25%
Mostly agree	50%	60%	52%	36%	66%	72%	19%	55%	60%	46%	63%	49%	51%
Totally agree	17%	17%	14%	10%	23%	28%	14%	22%	18%	14%	28%	18%	15%
DK/NA	3%	0%	0%	3%	0%	0%	4%	9%	0%	2%	6%	3%	3%
mean for these data:	6.0	6.5	5.8	4.9	7.1	7.6	4.0	6.8	6.5	5.6	7.6	6.0	5.9
sig. test for means:				***	***	***	*	*		***	***		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4I Manager deals w/ problem empl. effectively	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	50%	42%	47%	37%	81%	72%	23%	53%	67%	45%	65%	52%	43%
Totally disagree	11%	6%	11%	18%	0%	0%	27%	6%	0%	14%	0%	10%	11%
Mostly disagree	27%	35%	34%	35%	14%	10%	36%	17%	22%	28%	24%	26%	29%
Mostly agree	35%	31%	22%	32%	58%	63%	18%	34%	50%	33%	39%	40%	22%
Totally agree	14%	11%	25%	5%	23%	9%	5%	18%	17%	12%	26%	12%	20%
DK/NA	13%	17%	8%	10%	5%	19%	15%	24%	11%	13%	10%	11%	17%
mean for these data:	5.4	5.3	5.6	4.2	7.0	6.7	3.4	6.2	6.5	5.0	6.7	5.4	5.4
sig. test for means:				***	***	**	**			***	**		

The fourth section deals with LEADERSHIP issues.

	-WORK LOCATION-							-OCCUPATIONAL GROUP-			-SURVEY-		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4J Manager deals with H&S issues effectively	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	89%	100%	100%	86%	95%	95%	82%	75%	87%	88%	95%	87%	96%
Totally disagree	2%	0%	0%	2%	0%	0%	13%	4%	0%	3%	0%	2%	1%
Mostly disagree	4%	0%	0%	9%	5%	0%	4%	0%	7%	4%	0%	5%	0%
Mostly agree	39%	42%	37%	34%	42%	47%	73%	28%	52%	39%	34%	37%	47%
Totally agree	50%	58%	63%	52%	53%	48%	9%	47%	36%	49%	60%	50%	49%
DK/NA	5%	0%	0%	3%	0%	5%	0%	21%	5%	5%	5%	6%	3%
mean for these data:	8.1	8.6	8.8	8.1	8.3	8.4	6.0	8.3	7.7	8.1	8.8	8.1	8.3
sig. test for means:			*				***				*		

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4Y LEADERSHIP													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
Understanding of directions	35%	46%	38%	43%	28%	37%	37%	20%	39%	37%	26%	35%	36%
Don't know / No opinion	16%	12%	14%	9%	25%	14%	14%	28%	6%	13%	40%	17%	16%
MC's strategic direction	13%	17%	15%	12%	16%	27%	0%	10%	8%	16%	3%	13%	14%
Manager deals w/ problem empl.	12%	0%	14%	12%	12%	5%	13%	15%	12%	10%	17%	11%	13%
Manager maintain good relation	7%	0%	9%	8%	3%	6%	27%	2%	13%	7%	6%	6%	11%
Support MC's mission...	6%	13%	5%	7%	5%	6%	0%	4%	11%	6%	2%	6%	4%
Manager sets clear objectives	5%	12%	5%	5%	3%	0%	0%	8%	0%	6%	3%	5%	6%
Manager follows through	2%	0%	0%	2%	3%	0%	4%	4%	7%	1%	2%	3%	0%
Manager sets an example	2%	0%	0%	2%	0%	0%	4%	7%	5%	2%	0%	3%	0%
Promote MC's directions	1%	0%	0%	2%	5%	0%	0%	0%	0%	2%	0%	2%	0%
Manager deals with H&S issues	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	-----WORK LOCATION-----							-----OCCUPATIONAL GROUP-----			-----SURVEY-----		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S5A Manager consistent with Agency's values													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	82%	83%	88%	73%	97%	95%	46%	89%	78%	81%	91%	81%	87%
Totally disagree				---	+++			+			++		
	3%	0%	3%	3%	0%	0%	13%	2%	0%	4%	0%	3%	2%
Mostly disagree					-					+	-		
	8%	0%	10%	12%	0%	0%	31%	2%	22%	7%	3%	8%	9%
Mostly agree				+	---			--			-		
	51%	59%	63%	49%	53%	53%	37%	41%	46%	53%	40%	49%	57%
Totally agree			++					--		+	-		
	32%	23%	25%	24%	44%	42%	9%	49%	31%	27%	51%	32%	30%
DK/NA			--	++				+++		---	+++		
	7%	17%	0%	12%	3%	5%	9%	6%	0%	8%	6%	9%	1%
mean for these data:			--	++								++	--
sig. test for means:	7.3	7.6	7.0	6.9	8.2	8.2	4.9	8.2	7.0	7.1	8.4	7.3	7.2
					**	*	***	**		*	**		

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	-----WORK LOCATION-----								OCCUPATIONAL GROUP			-----SURVEY-----	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S5B Colleagues consistent with Agency's values	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	74%	71%	75%	59%	87%	91%	72%	81%	80%	73%	76%	74%	75%
Totally disagree	4%	0%	5%	8%	0%	0%	0%	2%	0%	5%	0%	3%	4%
Mostly disagree	15%	11%	16%	23%	11%	0%	19%	9%	20%	14%	16%	14%	18%
Mostly agree	62%	71%	64%	52%	69%	68%	59%	65%	68%	62%	59%	63%	60%
Totally agree	12%	0%	11%	7%	17%	23%	13%	16%	12%	11%	17%	11%	15%
DK/NA	8%	17%	3%	10%	3%	9%	9%	9%	0%	8%	8%	9%	4%
mean for these data:	6.3	6.2	6.1	5.5	6.9	7.5	6.5	6.8	6.4	6.2	6.7	6.3	6.3
sig. test for means:				**	*	**							

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	-----WORK LOCATION-----								OCCUPATIONAL GROUP			-----SURVEY-----	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S5C Valued as an employee of MC weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	61%	66%	59%	47%	75%	75%	32%	83%	62%	55%	92%	62%	61%
Totally disagree				---	+++			+++		---	+++		
	12%	11%	5%	20%	3%	14%	31%	4%	7%	15%	0%	14%	6%
Mostly disagree				+++	---			---		+++	---	++	--
	25%	23%	30%	33%	22%	6%	37%	9%	25%	28%	5%	23%	30%
Mostly agree				+++				---		+++	---	-	+
	44%	54%	39%	40%	58%	42%	27%	48%	50%	41%	54%	45%	42%
Totally agree				++						--	+		
	17%	11%	20%	7%	18%	33%	4%	35%	13%	14%	38%	17%	19%
DK/NA				---				+++		---	+++		
	2%	0%	5%	0%	0%	5%	0%	5%	5%	2%	2%	2%	4%
mean for these data:			++	-				+					
sig. test for means:	5.6	5.5	5.9	4.4	6.4	6.7	3.5	7.3	5.7	5.2	7.8	5.5	5.9
				***			**	***		***	***		

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	-----WORK LOCATION-----							OCCUPATIONAL GROUP			-----SURVEY-----		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S5D Encouraged to be innovative in my work													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	68%	64%	64%	58%	81%	80%	36%	89%	62%	65%	84%	69%	65%
Totally disagree				---	++			+++		--	+++		
	5%	0%	3%	7%	0%	0%	22%	4%	8%	6%	0%	5%	4%
Mostly disagree				--	--					--	--		
	25%	31%	32%	32%	19%	20%	36%	4%	25%	27%	13%	24%	28%
Mostly agree				+	++			---		++	--		
	49%	58%	47%	46%	57%	66%	27%	48%	38%	51%	45%	50%	45%
Totally agree				--				+++		---	+++		
	19%	6%	17%	12%	24%	14%	9%	41%	25%	15%	39%	19%	20%
DK/NA				--				+++		---	+++		
	2%	6%	0%	3%	0%	0%	6%	2%	6%	2%	3%	2%	3%
mean for these data:	6.1	5.8	5.9	5.5	6.8	6.5	4.1	7.7	6.1	5.9	7.6	6.1	6.1
sig. test for means:				*			**	***		**	***		

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	-----WORK LOCATION-----							OCCUPATIONAL GROUP			-----SURVEY-----		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S5E Encouraged to make suggestions for imp.													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	76%	70%	75%	73%	86%	89%	37%	89%	75%	74%	90%	77%	73%
Totally disagree					++			+++		--	+++		
	6%	0%	3%	10%	0%	0%	18%	4%	15%	6%	0%	6%	4%
Mostly disagree				+++	--						--		
	17%	24%	22%	16%	14%	11%	45%	2%	11%	19%	10%	16%	22%
Mostly agree								---		+	-		
	51%	47%	53%	58%	55%	57%	33%	41%	51%	51%	51%	51%	51%
Totally agree				+				-					
	25%	23%	22%	15%	31%	32%	4%	48%	24%	23%	39%	26%	22%
DK/NA				---				+++		--	+++		
	1%	6%	0%	0%	0%	0%	0%	4%	0%	1%	0%	1%	1%
mean for these data:								+++					
sig. test for means:	6.6	6.6	6.5	6.0	7.3	7.4	4.1	8.0	6.1	6.4	7.6	6.6	6.4
				*			***	***			**		

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	-----WORK LOCATION-----							OCCUPATIONAL GROUP			-----SURVEY----- LANGUAGE		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S5F I am recognized for a job well done													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	67%	71%	64%	55%	81%	80%	36%	83%	68%	61%	95%	68%	63%
Totally disagree	9%	0%	3%	13%	0%	5%	31%	8%	8%	10%	0%	10%	4%
				---	+++			+++		---	+++		
Mostly disagree	24%	29%	32%	30%	19%	15%	33%	6%	25%	28%	5%	22%	32%
				+	+			---		+++	---	--	++
Mostly agree	45%	66%	42%	43%	52%	52%	27%	42%	50%	43%	51%	47%	38%
Totally agree	22%	6%	22%	12%	29%	28%	9%	42%	18%	18%	44%	21%	24%
				---				+++		---	+++		
DK/NA	1%	0%	0%	2%	0%	0%	0%	2%	0%	1%	0%	1%	1%
mean for these data:	6.0	5.9	6.1	5.1	7.0	6.8	3.8	7.3	5.9	5.6	8.0	6.0	6.1
sig. test for means:				**	*		**	**		***	***		

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions.

	-----WORK LOCATION-----								OCCUPATIONAL GROUP			-----SURVEY-----	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S5G Manager takes responsibility for actions													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	84%	94%	91%	79%	92%	100%	37%	88%	92%	79%	100%	82%	90%
Totally disagree													
Mostly disagree	4%	0%	0%	8%	0%	0%	9%	4%	0%	5%	0%	5%	0%
Mostly agree	7%	6%	6%	7%	0%	0%	40%	0%	8%	8%	0%	7%	5%
Totally agree	44%	60%	44%	56%	38%	39%	22%	32%	45%	44%	41%	43%	45%
Totally agree	40%	34%	47%	22%	54%	61%	15%	56%	48%	35%	59%	39%	45%
DK/NA	6%	0%	3%	7%	8%	0%	13%	8%	0%	8%	0%	6%	5%
mean for these data:	7.6	7.6	8.1	6.7	8.6	8.7	5.0	8.4	8.0	7.3	8.7	7.5	8.1
sig. test for means:				**	***	**	**	*		***	***		

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

	WORK LOCATION								OCCUPATIONAL GROUP			SURVEY LANGUAGE	
	TOTAL	Atlantic	Quebec	Ontario	Prairies	Pacific	HQ - Labs	HQ - Other	Management	Tech. Oper. Prof.	Admin.	English	French
S5Y VALUES													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
Don't know / No opinion	30%	29%	20%	17%	45%	53%	20%	47%	30%	26%	52%	31%	28%
Feel valued as an employee	28%	23%	19%	43%	27%	15%	54%	11%	18%	35%	2%	31%	19%
			-	+++				---		+++	---	++	-
Recognized for a job well done	11%	11%	19%	7%	11%	9%	4%	13%	0%	11%	17%	9%	16%
			++	-							+	-	+
Colleagues consistent w/ value	10%	11%	16%	10%	5%	5%	0%	13%	0%	10%	12%	8%	16%
			++									--	++
Manager consistent with values	7%	6%	7%	12%	3%	5%	9%	5%	28%	5%	6%	8%	5%
				++	-					---			
Encouraged to be innovative	6%	14%	5%	3%	9%	10%	0%	7%	17%	4%	8%	7%	4%
										--			
Encouraged to make suggestions	4%	6%	11%	4%	0%	0%	9%	2%	7%	4%	3%	3%	8%
			+++	-								--	++
Manager takes responsibility	2%	0%	3%	3%	0%	5%	4%	2%	0%	3%	0%	2%	4%
										+			

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	---WORK LOCATION---								OCCUPATIONAL GROUP			---SURVEY---	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6A Reward and Rec. Program adm. weighted # of part.:	fairly 237	15	43	67	36	17	19	40	20	180	37	181	56
	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	62%	77%	66%	50%	76%	76%	59%	55%	72%	60%	68%	62%	61%
Totally disagree	8%	0%	3%	16%	8%	0%	9%	4%	0%	10%	0%	10%	2%
Mostly disagree	11%	17%	14%	5%	11%	15%	13%	15%	15%	12%	7%	10%	17%
Mostly agree	46%	71%	35%	43%	57%	56%	45%	37%	49%	45%	47%	48%	37%
Totally agree	16%	6%	30%	7%	19%	20%	14%	18%	23%	15%	21%	14%	25%
DK/NA	19%	6%	17%	28%	5%	10%	19%	26%	13%	18%	25%	19%	20%
mean for these data:	6.2	6.3	7.1	5.2	6.4	6.9	6.0	6.4	7.0	6.0	7.3	6.1	6.8
sig. test for means:				*						**	**		

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	---WORK LOCATION---							---OCCUPATIONAL GROUP---			---SURVEY---		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6B Satisfied with MS's OS&H programs													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	239	18	36	59	36	21	22	47	16	185	36	188	51
	89%	94%	89%	86%	97%	100%	91%	77%	93%	88%	93%	89%	87%
Totally disagree	0%	0%	0%	2%	0%	0%	0%	0%	0%	1%	0%	1%	0%
Mostly disagree	5%	6%	8%	7%	3%	0%	9%	2%	0%	7%	0%	5%	6%
Mostly agree	54%	54%	37%	62%	55%	80%	77%	40%	70%	53%	53%	57%	48%
Totally agree	34%	41%	52%	25%	42%	20%	14%	37%	23%	34%	39%	33%	39%
DK/NA	6%	0%	3%	5%	0%	0%	0%	21%	7%	5%	7%	5%	7%
mean for these data:	7.7	7.8	8.2	7.2	8.0	7.3	6.9	8.2	7.5	7.6	8.1	7.6	7.9
sig. test for means:				*			*						

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	---WORK LOCATION---							---OCCUPATIONAL GROUP---			---SURVEY--- LANGUAGE		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6C Receive the training I need... effectively	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	81%	83%	95%	70%	87%	71%	64%	89%	95%	76%	94%	78%	90%
Totally disagree	6%	0%	0%	15%	0%	9%	9%	0%	0%	7%	3%	7%	0%
Mostly disagree	12%	17%	5%	13%	13%	20%	27%	4%	5%	15%	2%	14%	7%
Mostly agree	56%	66%	56%	57%	58%	58%	60%	46%	83%	53%	53%	54%	61%
Totally agree	25%	17%	39%	13%	28%	14%	4%	44%	12%	23%	41%	24%	29%
DK/NA	2%	0%	0%	2%	0%	0%	0%	6%	0%	2%	0%	1%	3%
mean for these data:	6.7	6.7	7.8	5.7	7.2	5.9	5.3	8.1	6.9	6.5	7.8	6.5	7.4
sig. test for means:			**	**			*	***		**	**	**	**

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6D Receive the training I need... safely	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	92%	100%	95%	90%	100%	91%	82%	87%	95%	90%	98%	92%	91%
Totally disagree	1%	0%	0%	3%	0%	0%	0%	0%	0%	1%	0%	1%	0%
Mostly disagree	5%	0%	5%	5%	0%	9%	18%	2%	0%	6%	0%	5%	4%
Mostly agree	52%	41%	33%	70%	49%	62%	67%	36%	41%	55%	40%	55%	42%
Totally agree	40%	59%	61%	20%	51%	29%	15%	51%	54%	35%	58%	37%	50%
DK/NA	2%	0%	0%	2%	0%	0%	0%	11%	5%	2%	2%	2%	5%
mean for these data:	7.8	8.7	8.5	7.0	8.4	7.4	6.6	8.5	8.6	7.6	8.6	7.7	8.3
sig. test for means:		*	*	***	*		**	*		***	**		

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	---WORK LOCATION---								---OCCUPATIONAL GROUP---			---SURVEY--- LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6E Satisfied with the career development opp. weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
AGREE (mostly or totally)	61%	71%	78%	56%	54%	52%	28%	76%	68%	58%	76%	57%	77%
Totally disagree	12%	6%	3%	21%	0%	10%	36%	7%	5%	14%	5%	14%	5%
Mostly disagree	21%	23%	17%	19%	41%	27%	31%	2%	22%	23%	12%	24%	11%
Mostly agree	48%	65%	49%	51%	45%	34%	24%	56%	48%	46%	58%	47%	53%
Totally agree	13%	6%	29%	5%	9%	18%	4%	20%	19%	12%	18%	10%	25%
DK/NA	6%	0%	3%	3%	5%	11%	4%	15%	5%	6%	7%	6%	7%
mean for these data:	5.6	5.7	6.9	4.7	5.5	5.6	3.2	6.8	6.2	5.3	6.6	5.2	6.8
sig. test for means:			**	**			**	**		**	*	***	***

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	---WORK LOCATION---							---OCCUPATIONAL GROUP---			---SURVEY---		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6F Satisfied with the staffing process	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	51%	59%	47%	41%	62%	71%	20%	63%	61%	46%	69%	52%	47%
Totally disagree	20%	0%	25%	28%	8%	10%	49%	13%	0%	25%	11%	20%	22%
Mostly disagree	24%	35%	28%	26%	27%	9%	27%	13%	34%	25%	11%	23%	26%
Mostly agree	42%	53%	36%	41%	41%	62%	20%	50%	42%	38%	63%	43%	41%
Totally agree	8%	6%	11%	0%	21%	9%	0%	12%	19%	8%	6%	9%	6%
DK/NA	5%	6%	0%	5%	3%	10%	4%	11%	5%	4%	10%	5%	5%
mean for these data:	4.7	5.6	4.5	3.8	5.9	6.0	2.3	5.7	6.1	4.3	5.7	4.8	4.4
sig. test for means:				**	*	*	***	*	*	***	*		

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	---WORK LOCATION---							---OCCUPATIONAL GROUP---			---SURVEY---		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6G Promotions are done on the basis of merit	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	52%	71%	53%	38%	73%	66%	18%	59%	68%	49%	59%	53%	49%
Totally disagree	20%	6%	25%	28%	13%	10%	45%	6%	0%	25%	9%	20%	20%
Mostly disagree	18%	17%	17%	26%	13%	5%	24%	15%	27%	18%	16%	17%	21%
Mostly agree	41%	59%	35%	36%	58%	57%	18%	37%	42%	40%	45%	42%	37%
Totally agree	11%	11%	17%	2%	15%	9%	0%	22%	26%	9%	14%	10%	13%
DK/NA	9%	6%	6%	8%	0%	20%	13%	19%	5%	9%	16%	10%	9%
mean for these data:	4.9	6.1	4.9	3.8	5.8	6.1	2.3	6.4	6.6	4.5	5.9	4.9	4.9
sig. test for means:				**	*		***	**	*	**			

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	---WORK LOCATION---							---OCCUPATIONAL GROUP---			---SURVEY---		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6H Treated fairly when I request assignments	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	58%	83%	58%	54%	69%	52%	23%	65%	49%	56%	74%	59%	57%
Totally disagree	8%	6%	11%	8%	0%	10%	27%	4%	0%	10%	2%	7%	11%
Mostly disagree	13%	0%	9%	22%	16%	5%	18%	5%	22%	14%	5%	14%	8%
Mostly agree	42%	77%	25%	46%	52%	38%	18%	44%	35%	39%	59%	45%	32%
Totally agree	16%	6%	33%	8%	17%	14%	4%	21%	14%	17%	14%	14%	25%
DK/NA	21%	11%	22%	15%	14%	34%	33%	26%	29%	20%	19%	20%	23%
mean for these data:	6.1	6.5	6.8	5.5	6.7	6.2	3.4	7.1	6.3	6.0	6.9	6.1	6.4
sig. test for means:				*			**	*			*		

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6I MC encourages repr. of equity groups	237	15	43	67	36	17	19	40	20	180	37	181	56
weighted # of part.:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
AGREE (mostly or totally)	75%	59%	81%	78%	87%	81%	42%	70%	93%	72%	79%	73%	80%
Totally disagree	3%	0%	3%	3%	3%	0%	9%	0%	0%	3%	0%	3%	2%
Mostly disagree	6%	0%	5%	8%	3%	5%	13%	6%	0%	7%	8%	7%	5%
Mostly agree	46%	48%	47%	49%	47%	48%	36%	40%	47%	43%	57%	44%	53%
Totally agree	29%	11%	34%	29%	39%	32%	6%	30%	45%	28%	23%	29%	27%
DK/NA	16%	41%	11%	10%	8%	14%	36%	23%	7%	18%	13%	18%	13%
mean for these data:	7.4	7.3	7.5	7.2	7.8	7.8	5.4	7.7	8.3	7.3	7.2	7.4	7.4
sig. test for means:							*		*				

From your point of view, which of the objectives in this section should be the Agency's number one improvement priority?

	-----WORK LOCATION-----								OCCUPATIONAL GROUP			-----SURVEY-----	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6Y HUMAN RESOURCE MANAGEMENT PRACTICES													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
Don't know / No opinion	239	18	36	59	36	21	22	47	16	185	36	188	51
	22%	17%	20%	16%	26%	23%	10%	41%	33%	19%	32%	22%	23%
Staffing process													
	17%	24%	33%	9%	9%	0%	22%	21%	32%	15%	18%	12%	31%
Sat w/ career development opp.													
	16%	13%	5%	22%	25%	14%	22%	11%	13%	18%	8%	19%	8%
Promotions on merit													
	15%	11%	16%	15%	19%	5%	23%	11%	5%	16%	17%	14%	17%
Training... effectively													
	14%	6%	3%	22%	16%	39%	9%	4%	10%	14%	13%	17%	2%
Repr. of equity groups													
	5%	0%	8%	7%	3%	5%	4%	4%	0%	5%	7%	4%	8%
Treated fairly... assignments													
	4%	6%	8%	4%	0%	5%	4%	0%	7%	4%	0%	2%	8%
Reward and Recognition Program													
	3%	17%	0%	2%	0%	5%	0%	8%	0%	4%	2%	4%	0%
Training... safely													
	2%	0%	5%	3%	3%	0%	0%	0%	0%	2%	3%	2%	4%
MC's OS&H program													
	2%	6%	0%	2%	0%	5%	4%	0%	0%	2%	0%	2%	0%

What is your work location?

	WORK LOCATION								OCCUPATIONAL GROUP			SURVEY LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S7A													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
Atlantic	6%	100%	0%	0%	0%	0%	0%	0%	6%	7%	5%	8%	2%
Quebec	18%	0%	100%	0%	0%	0%	0%	0%	15%	19%	17%	1%	72%
Ontario	28%	0%	0%	100%	0%	0%	0%	0%	29%	29%	26%	36%	4%
Prairies	15%	0%	0%	0%	100%	0%	0%	0%	19%	16%	9%	20%	0%
Pacific	7%	0%	0%	0%	0%	100%	0%	0%	10%	7%	7%	9%	0%
Headquarters - Laboratory	8%	0%	0%	0%	0%	0%	100%	0%	6%	9%	2%	9%	5%
Headquarters - Other	17%	0%	0%	0%	0%	0%	0%	100%	16%	13%	34%	17%	17%

To which occupational group do you belong?

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S7B													
weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
Management	8%	7%	7%	8%	10%	12%	6%	8%	100%	0%	0%	8%	9%
Tech./Operational/Professional	76%	80%	78%	77%	81%	73%	89%	60%	0%	100%	0%	77%	74%
Administrative	16%	13%	15%	14%	9%	15%	5%	32%	0%	0%	100%	15%	17%
					-			+++		---	+++		

Questionnaire language

		-WORK LOCATION-							-OCCUPATIONAL GROUP-			-SURVEY-		
		Atlantic Quebec		Ontario	Prairies	Pacific	HQ - Labs	HQ - Other	Management	Tech. Oper. Prof.	Admin.	LANGUAGE		
		TOTAL										English	French	
LANG	weighted # of part.:	237	15	43	67	36	17	19	40	20	180	37	181	56
		100%	6%	18%	28%	15%	7%	8%	17%	8%	76%	16%	76%	24%
	real # of participants:	239	18	36	59	36	21	22	47	16	185	36	188	51
English		76%	94%	6%	97%	100%	100%	85%	76%	74%	77%	74%	100%	0%
				---	+++	+++							+++	---
French		24%	6%	94%	3%	0%	0%	15%	24%	26%	23%	26%	0%	100%
				+++	---	---							---	+++

The first section deals with JOB SATISFACTION issues. Please indicate how much you disagree or agree with each statement.
% agreeing

	WORK LOCATION								OCCUPATIONAL GROUP			SURVEY LANGUAGE	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1A clear understanding of role and resp. AGREE (mostly or totally)	86%	77%	81%	84%	89%	95%	78%	96% +++	100%	82% ---	100% +++	86%	86%
S1B No excessive hours to get the job done AGREE (mostly or totally)	79%	54%	88% ++	81%	87% +	86%	67%	72% -	73%	79%	83%	79%	81%
S1C No unrealistic demands being made on me AGREE (mostly or totally)	82%	77%	89% +	79%	87%	91%	55%	88%	86%	79% ---	97% +++	80% -	89% +
S1E Balance my personal, family and work resp. AGREE (mostly or totally)	91%	100%	83% ---	93%	97% +	86%	82%	94%	85%	91%	95%	93% +++	84% ---
S1F Good team spirit in my immediate work unit AGREE (mostly or totally)	69%	83%	68%	57% ---	87% +++	86%	32%	81% +++	94%	64% ---	80% ++	68%	71%
S1G In general, I am satisfied with my job AGREE (mostly or totally)	83%	94%	81%	80%	95% +++	95%	60%	81%	95%	79% ---	95% +++	83%	83%

Average rating

	--WORK LOCATION--							--OCCUPATIONAL GROUP--			--SURVEY--		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S1A clear understanding of role and resp.													
mean for these data:	7.4	6.3	7.7	6.8	7.4	8.4	7.0	8.1	8.8	7.0	8.1	7.2	8.0
sig. test for means:				*		*		**	**	***	**	*	*
S1B No excessive hours to get the job done													
mean for these data:	6.8	5.1	7.3	6.8	7.2	7.0	6.3	6.6	5.4	6.8	7.6	6.7	7.0
sig. test for means:		*											
S1C No unrealistic demands being made on me													
mean for these data:	6.9	6.1	7.6	6.6	7.0	7.2	5.2	7.3	6.4	6.7	7.8	6.7	7.5
sig. test for means:			*				**				*	*	*
S1E Balance my personal, family and work resp.													
mean for these data:	7.8	7.7	7.6	8.0	7.9	7.7	6.4	8.5	7.4	7.8	8.1	7.9	7.5
sig. test for means:							**	*					
S1F Good team spirit in my immediate work unit													
mean for these data:	6.0	6.5	6.2	5.0	7.1	7.4	3.3	6.7	7.3	5.6	7.2	5.9	6.3
sig. test for means:				**	**	**	***		**	***	**		
S1G In general, I am satisfied with my job													
mean for these data:	6.7	6.5	7.0	6.3	7.2	7.1	5.2	7.3	6.9	6.5	7.6	6.6	7.1
sig. test for means:							*			**	**		

The second section deals with WORK ENVIRONMENT issues.
% agreeing

	-WORK LOCATION-								OCCUPATIONAL GROUP			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S2A Safe work practices, an integral part...													
AGREE (mostly or totally)	95%	100%	100%	97%	97%	95%	91%	85%	95%	95%	98%	94%	97%
			++					---					
S2B Right equipment to do my job safely													
AGREE (mostly or totally)	93%	100%	100%	88%	100%	100%	78%	87%	95%	92%	98%	92%	96%
			++	--	++			--		-	+		
S2C Right equipment to do my job effectively													
AGREE (mostly or totally)	91%	89%	92%	92%	95%	95%	69%	98%	100%	89%	100%	92%	91%
								++		---	+++		
S2D My office work environment is adequate													
AGREE (mostly or totally)	86%	88%	91%	90%	84%	90%	76%	76%	82%	87%	82%	86%	85%
				+				---					
S2E My workplace is free from discrimination													
AGREE (mostly or totally)	83%	100%	78%	82%	84%	100%	60%	87%	92%	80%	92%	84%	79%
										---	++		
S2F My workplace is free from harassment													
AGREE (mostly or totally)	84%	100%	83%	80%	92%	100%	46%	91%	92%	81%	94%	86%	81%
					+			++		---	++		
S2G Can use my preferred official language													
AGREE (mostly or totally)	88%	94%	80%	92%	88%	95%	89%	85%	73%	89%	92%	93%	71%
			--									+++	---
S2H Satisfied with the working environment													
AGREE (mostly or totally)	89%	100%	95%	85%	95%	100%	64%	87%	100%	87%	95%	88%	91%
			+	-	+					---	+		

Average rating

	WORK LOCATION								OCCUPATIONAL GROUP			SURVEY LANGUAGE	
	TOTAL	Atlantic	Quebec	Ontario	Prairies	Pacific	HQ - Labs	HQ - Other	Management	Tech. Oper. Prof.	Admin.	English	French
S2A Safe work practices, an integral part...													
mean for these data:	8.3	8.2	9.1	8.2	8.5	8.2	7.3	8.2	8.9	8.4	7.9	8.2	8.7
sig. test for means:			**				*						
S2B Right equipment to do my job safely													
mean for these data:	8.4	8.4	9.3	7.7	8.8	8.4	6.7	8.7	9.1	8.2	8.7	8.2	9.0
sig. test for means:			***	*			**			*		**	**
S2C Right equipment to do my job effectively													
mean for these data:	7.6	7.1	8.2	7.2	7.6	8.1	6.1	8.4	7.9	7.4	8.4	7.5	8.0
sig. test for means:							**	**		**	**		
S2D My office work environment is adequate													
mean for these data:	7.4	7.6	7.9	7.6	7.3	7.1	6.5	6.9	8.0	7.3	7.2	7.3	7.4
sig. test for means:													
S2E My workplace is free from discrimination													
mean for these data:	7.3	8.8	6.7	7.3	7.5	9.0	5.2	7.4	8.5	7.1	7.3	7.5	6.6
sig. test for means:		***				***	**		*			*	*
S2F My workplace is free from harassment													
mean for these data:	7.5	9.2	7.2	7.4	7.8	9.0	4.8	7.9	8.2	7.4	7.8	7.6	7.2
sig. test for means:		***				***	***						
S2G Can use my preferred official language													
mean for these data:	8.4	8.2	7.7	8.7	9.6	9.7	7.3	7.8	7.7	8.4	8.7	8.9	6.9
sig. test for means:					***	***						***	***
S2H Satisfied with the working environment													
mean for these data:	7.3	7.6	7.8	7.0	7.6	8.5	5.2	7.6	7.7	7.1	8.0	7.3	7.5
sig. test for means:						**	***			*	*		

The third section deals with COMMUNICATIONS issues.
% agreeing

	-WORK LOCATION-								OCCUPATIONAL GROUP			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3A Manager keeps me informed... AGREE (mostly or totally)	70%	94%	63%	56%	84%	94%	33%	88%	66%	65%	97%	71%	68%
				---	+++			+++		---	+++		
S3C Provided with the info... effectively AGREE (mostly or totally)	77%	100%	77%	69%	81%	85%	51%	87%	60%	76%	92%	77%	78%
				--				++			+++		
S3D Good communication within my work unit AGREE (mostly or totally)	69%	94%	64%	51%	89%	100%	42%	78%	80%	65%	85%	70%	68%
				---	+++			+		---	+++		
S3E Good comm. b/w headquarters & the regions AGREE (mostly or totally)	52%	54%	53%	29%	70%	53%	51%	74%	61%	45%	82%	50%	60%
				---	+++			+++		---	+++	-	+
S3F Sufficient effort to get employee ideas AGREE (mostly or totally)	62%	66%	67%	48%	84%	76%	28%	68%	73%	56%	83%	62%	62%
				---	+++					---	+++		
S3G Encouraged to express my views openly AGREE (mostly or totally)	78%	100%	77%	72%	89%	94%	33%	84%	74%	75%	92%	78%	76%
				-	++			+		--	+++		
S3H Can bring complaints to my manager... AGREE (mostly or totally)	80%	100%	74%	77%	92%	94%	37%	87%	80%	77%	92%	81%	76%
					+++			+		--	+++		
S3I Receive periodic feedback on performance AGREE (mostly or totally)	68%	89%	61%	51%	89%	94%	42%	81%	66%	63%	94%	70%	64%
				---	+++			+++		---	+++		

Average rating

	-WORK LOCATION-								OCCUPATIONAL GROUP			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S3A Manager keeps me informed...													
mean for these data:	6.4	7.1	6.2	5.3	7.6	7.9	4.0	7.4	5.9	6.0	8.3	6.4	6.2
sig. test for means:				**	**	**	**	**		***	***		
S3C Provided with the info... effectively													
mean for these data:	6.3	6.7	6.5	5.8	6.7	7.0	4.9	7.1	6.3	6.1	7.4	6.3	6.6
sig. test for means:		*		*			*	*		*	***		
S3D Good communication within my work unit													
mean for these data:	6.0	6.9	5.9	5.0	7.1	7.5	4.1	6.6	6.4	5.7	7.4	6.0	6.0
sig. test for means:		*		**	***	***	*			***	***		
S3E Good comm. b/w headquarters & the regions													
mean for these data:	5.2	5.6	5.0	3.8	6.0	5.0	5.9	6.3	5.6	4.7	7.1	5.1	5.3
sig. test for means:				***	*			***		***	***		
S3F Sufficient effort to get employee ideas													
mean for these data:	5.5	6.1	5.9	4.4	6.4	6.2	3.6	6.6	5.9	5.1	7.3	5.4	5.9
sig. test for means:				***	**		**	**		***	***		
S3G Encouraged to express my views openly													
mean for these data:	6.7	8.2	6.5	6.1	7.4	7.8	4.0	7.4	6.4	6.5	7.9	6.7	6.5
sig. test for means:		**		*	*	*	***	*		*	***		
S3H Can bring complaints to my manager...													
mean for these data:	7.0	8.0	6.9	6.3	7.7	8.2	4.6	7.8	7.3	6.7	8.4	7.1	6.8
sig. test for means:		*		*	*	*	**	*		**	***		
S3I Receive periodic feedback on performance													
mean for these data:	6.1	7.4	5.7	4.8	7.4	7.3	4.9	7.0	6.3	5.7	7.8	6.2	5.8
sig. test for means:		**		***	***	**	**	*		***	***		

The fourth section deals with LEADERSHIP issues.
% agreeing

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4A Clear understanding of where MC heading... AGREE (mostly or totally)	42%	42%	28%	21%	67%	39%	37%	72%	61%	36%	62%	42%	41%
S4B Support MC's mission, vision, values... AGREE (mostly or totally)	77%	77%	78%	70%	76%	76%	78%	85%	95%	71%	94%	75%	81%
S4C MCs direction will... fulfill mandate AGREE (mostly or totally)	47%	48%	48%	36%	54%	48%	37%	64%	73%	40%	69%	46%	53%
S4D Promote MC's strategic direction to others AGREE (mostly or totally)	64%	59%	65%	51%	81%	77%	55%	68%	100%	62%	52%	62%	67%
S4E Manager strives to maintain good relations AGREE (mostly or totally)	82%	100%	83%	77%	100%	94%	37%	85%	80%	79%	100%	83%	81%
S4F Manager sets an example... excellence AGREE (mostly or totally)	72%	71%	69%	65%	92%	94%	28%	83%	73%	68%	91%	73%	69%
S4G Manager follows through on what (s)he says AGREE (mostly or totally)	80%	94%	85%	68%	97%	100%	46%	83%	78%	77%	98%	80%	82%
S4H Manager sets clear objectives for my unit AGREE (mostly or totally)	66%	77%	66%	47%	89%	100%	33%	77%	78%	60%	91%	67%	66%
S4I Manager deals w/ problem empl. effectively AGREE (mostly or totally)	50%	42%	47%	37%	81%	72%	23%	53%	67%	45%	65%	52%	43%
S4J Manager deals with H&S issues effectively AGREE (mostly or totally)	89%	100%	100%	86%	95%	95%	82%	75%	87%	88%	95%	87%	96%

The fourth section deals with LEADERSHIP issues.
Average rating

	-WORK LOCATION-							-OCCUPATIONAL GROUP-			-SURVEY-		
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S4A Clear understanding of where MC heading... mean for these data: sig. test for means:	4.1	4.7	3.4	2.6 ***	5.4 **	4.0	3.7	6.4 ***	4.9	3.8 **	5.6 **	4.1	4.2
S4B Support MC's mission, vision, values... mean for these data: sig. test for means:	6.7	6.5	6.5	6.3	6.8	6.5	7.2	7.7 **	8.1 *	6.4 ***	7.6 **	6.7	6.8
S4C MCs direction will... fulfill mandate mean for these data: sig. test for means:	5.2	5.5	4.7	4.3 **	5.7	4.8	5.2	6.8 ***	6.9 *	4.6 ***	7.3 ***	5.2	5.0
S4D Promote MC's strategic direction to others mean for these data: sig. test for means:	6.2	5.8	5.8	5.3 **	6.6	6.6	6.7	7.7 ***	7.5 **	6.0 *	6.3	6.3	5.9
S4E Manager strives to maintain good relations mean for these data: sig. test for means:	7.3	8.6 **	7.2	6.4 **	8.6 ***	8.7 **	4.3 ***	8.1 *	7.5	7.1 *	8.3 ***	7.3	7.3
S4F Manager sets an example... excellence mean for these data: sig. test for means:	6.5	7.0	5.9	5.8 *	7.9 ***	8.1 **	3.7 ***	7.8 **	6.8	6.1 ***	8.3 ***	6.7	6.1
S4G Manager follows through on what (s)he says mean for these data: sig. test for means:	6.9	7.3	6.9	6.3 *	7.9 **	8.3 **	4.7 **	7.5	6.8	6.7 *	7.9 **	6.9	6.9
S4H Manager sets clear objectives for my unit mean for these data: sig. test for means:	6.0	6.5	5.8	4.9 ***	7.1 ***	7.6 ***	4.0 *	6.8 *	6.5	5.6 ***	7.6 ***	6.0	5.9
S4I Manager deals w/ problem empl. effectively mean for these data: sig. test for means:	5.4	5.3	5.6	4.2 ***	7.0 ***	6.7 **	3.4 **	6.2	6.5	5.0 ***	6.7 **	5.4	5.4
S4J Manager deals with H&S issues effectively mean for these data: sig. test for means:	8.1	8.6	8.8 *	8.1	8.3	8.4	6.0 ***	8.3	7.7	8.1	8.8 *	8.1	8.3

The fifth section deals with Measurement Canada and the Operations Sector shared VALUES, i.e., honesty, integrity, respect, fairness, recognition, teamwork, communication, learning, innovation, and taking ownership/responsibility for our actions. % agreeing

	WORK LOCATION							OCCUPATIONAL GROUP			SURVEY LANGUAGE		
	TOTAL	Atlantic	Quebec	Ontario	Prairies	Pacific	HQ - Labs	HQ - Other	Management	Tech. Oper. Prof.	Admin.	English	French
S5A Manager consistent with Agency's values													
AGREE (mostly or totally)	82%	83%	88%	73%	97%	95%	46%	89%	78%	81%	91%	81%	87%
				---	+++			+			++		
S5B Colleagues consistent with Agency's values													
AGREE (mostly or totally)	74%	71%	75%	59%	87%	91%	72%	81%	80%	73%	76%	74%	75%
				---	+++			+					
S5C Valued as an employee of MC													
AGREE (mostly or totally)	61%	66%	59%	47%	75%	75%	32%	83%	62%	55%	92%	62%	61%
				---	+++			+++		---	+++		
S5D Encouraged to be innovative in my work													
AGREE (mostly or totally)	68%	64%	64%	58%	81%	80%	36%	89%	62%	65%	84%	69%	65%
				---	++			+++		--	+++		
S5E Encouraged to make suggestions for imp.													
AGREE (mostly or totally)	76%	70%	75%	73%	86%	89%	37%	89%	75%	74%	90%	77%	73%
					++			+++		--	+++		
S5F I am recognized for a job well done													
AGREE (mostly or totally)	67%	71%	64%	55%	81%	80%	36%	83%	68%	61%	95%	68%	63%
				---	+++			+++		---	+++		
S5G Manager takes responsibility for actions													
AGREE (mostly or totally)	84%	94%	91%	79%	92%	100%	37%	88%	92%	79%	100%	82%	90%
			+	-	++					---	+++	--	++

Average rating

	--WORK LOCATION--								--OCCUPATIONAL GROUP--			--SURVEY--	
	TOTAL	Atlantic	Quebec	Ontario	Prairies	Pacific	HQ - Labs	HQ - Other	Management	Tech. Oper. Prof.	Admin.	English	French
S5A Manager consistent with Agency's values													
mean for these data:	7.3	7.6	7.0	6.9	8.2	8.2	4.9	8.2	7.0	7.1	8.4	7.3	7.2
sig. test for means:					**	*	***	**		*	**		
S5B Colleagues consistent with Agency's values													
mean for these data:	6.3	6.2	6.1	5.5	6.9	7.5	6.5	6.8	6.4	6.2	6.7	6.3	6.3
sig. test for means:				**	*	**							
S5C Valued as an employee of MC													
mean for these data:	5.6	5.5	5.9	4.4	6.4	6.7	3.5	7.3	5.7	5.2	7.8	5.5	5.9
sig. test for means:				***			**	***		***	***		
S5D Encouraged to be innovative in my work													
mean for these data:	6.1	5.8	5.9	5.5	6.8	6.5	4.1	7.7	6.1	5.9	7.6	6.1	6.1
sig. test for means:				*			**	***		**	***		
S5E Encouraged to make suggestions for imp.													
mean for these data:	6.6	6.6	6.5	6.0	7.3	7.4	4.1	8.0	6.1	6.4	7.6	6.6	6.4
sig. test for means:				*			***	***			**		
S5F I am recognized for a job well done													
mean for these data:	6.0	5.9	6.1	5.1	7.0	6.8	3.8	7.3	5.9	5.6	8.0	6.0	6.1
sig. test for means:				**	*		**	**		***	***		
S5G Manager takes responsibility for actions													
mean for these data:	7.6	7.6	8.1	6.7	8.6	8.7	5.0	8.4	8.0	7.3	8.7	7.5	8.1
sig. test for means:				**	***	**	**	*		***	***		

The sixth section deals with HUMAN RESOURCE MANAGEMENT PRACTICES.
% agreeing

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6A Reward and Rec. Program adm. fairly AGREE (mostly or totally)	62%	77%	66%	50%	76%	76%	59%	55%	72%	60%	68%	62%	61%
				---	+++					-			
S6B Satisfied with MS's OS&H programs AGREE (mostly or totally)	89%	94%	89%	86%	97%	100%	91%	77%	93%	88%	93%	89%	87%
					++			---					
S6C Receive the training I need... effectively AGREE (mostly or totally)	81%	83%	95%	70%	87%	71%	64%	89%	95%	76%	94%	78%	90%
			+++	---				++		---	+++	---	+++
S6D Receive the training I need... safely AGREE (mostly or totally)	92%	100%	95%	90%	100%	91%	82%	87%	95%	90%	98%	92%	91%
					+++			-		-	+		
S6E Satisfied with the career development opp. AGREE (mostly or totally)	61%	71%	78%	56%	54%	52%	28%	76%	68%	58%	76%	57%	77%
			+++					+++		---	+++	---	+++
S6F Satisfied with the staffing process AGREE (mostly or totally)	51%	59%	47%	41%	62%	71%	20%	63%	61%	46%	69%	52%	47%
				--	++			++		---	+++		
S6G Promotions are done on the basis of merit AGREE (mostly or totally)	52%	71%	53%	38%	73%	66%	18%	59%	68%	49%	59%	53%	49%
				---	+++					--			
S6H Treated fairly when I request assignments AGREE (mostly or totally)	58%	83%	58%	54%	69%	52%	23%	65%	49%	56%	74%	59%	57%
					++					-	+++		
S6I MC encourages repr. of equity groups AGREE (mostly or totally)	75%	59%	81%	78%	87%	81%	42%	70%	93%	72%	79%	73%	80%
					++					--			

Average rating

	-WORK LOCATION-								-OCCUPATIONAL GROUP-			-SURVEY-	
	TOTAL	Atlan- tic	Quebec	Onta- rio	Prai- ries	Paci- fic	HQ - Labs	HQ - Other	Mana- gement	Tech. Oper. Prof.	Admin.	Engl- ish	French
S6A Reward and Rec. Program adm. fairly	6.2	6.3	7.1	5.2	6.4	6.9	6.0	6.4	7.0	6.0	7.3	6.1	6.8
mean for these data:				*						**	**		
sig. test for means:													
S6B Satisfied with MS's OS&H programs	7.7	7.8	8.2	7.2	8.0	7.3	6.9	8.2	7.5	7.6	8.1	7.6	7.9
mean for these data:				*			*						
sig. test for means:													
S6C Receive the training I need... effectively	6.7	6.7	7.8	5.7	7.2	5.9	5.3	8.1	6.9	6.5	7.8	6.5	7.4
mean for these data:			**	**			*	***		**	**	**	**
sig. test for means:													
S6D Receive the training I need... safely	7.8	8.7	8.5	7.0	8.4	7.4	6.6	8.5	8.6	7.6	8.6	7.7	8.3
mean for these data:		*	*	***	*		**	*		***	**		
sig. test for means:													
S6E Satisfied with the career development opp.	5.6	5.7	6.9	4.7	5.5	5.6	3.2	6.8	6.2	5.3	6.6	5.2	6.8
mean for these data:			**	**			**	**		**	*	***	***
sig. test for means:													
S6F Satisfied with the staffing process	4.7	5.6	4.5	3.8	5.9	6.0	2.3	5.7	6.1	4.3	5.7	4.8	4.4
mean for these data:				**	*	*	***	*	*	***	*		
sig. test for means:													
S6G Promotions are done on the basis of merit	4.9	6.1	4.9	3.8	5.8	6.1	2.3	6.4	6.6	4.5	5.9	4.9	4.9
mean for these data:				**	*		***	**	*	**			
sig. test for means:													
S6H Treated fairly when I request assignments	6.1	6.5	6.8	5.5	6.7	6.2	3.4	7.1	6.3	6.0	6.9	6.1	6.4
mean for these data:				*			**	*			*		
sig. test for means:													
S6I MC encourages repr. of equity groups	7.4	7.3	7.5	7.2	7.8	7.8	5.4	7.7	8.3	7.3	7.2	7.4	7.4
mean for these data:							*		*				
sig. test for means:													

APPENDIX C

Respondent comments

Atlantic

Job satisfaction comments

Engager des nouveaux employés pour diviser les tâches.

Far too few staff and management (district mgrs) to perform duties on an equitable basis. Some staff are not carrying the load, others are overloaded.

To improve the situation requires significant monies to acquire staff and let us do what is required to monitor the field situation on a consistent basis, not just giving lip service to our clients about how little available time we have to perform inspections.

Give the employees the recognition they deserve. If an employee is performing task routinely that are not given in their job description, please include it. If we are not willing to give the employee their proper job description arrange the organization in such a way as to not require the employees do work that they are not compensated for.

I sometimes struggle with my roles and responsibilities because of the messages which filter down from the top--I have this perception that , as an organization, we have not laid out a clear plan of action. We have probably bitten off more than we can chew with present resources and our programs , in many cases, are not being addressed properly.

In general, tele work is not allowed and must be approved but feel that flexible work schedule might be another option which could be used on a more regular basis.

MC is changing direction from our traditional work of inspection and enforcement and there is no indication or direction from Management if the ongoing changes that will result are workable and where staff responsibility will be.

MC can make sure that all employees are given the opportunity to take on additional responsibilities, additional training and be given opportunities for learning, no matter what their level or occupation or tenure.

Measurement Canada should make a final decision on what its goals and objectives are and not keep changing them. It is extremely confusing to try adapting to all the changes. Make a final decision and stick to it, but it has to make some sense to us all, including field staff.

Once and for all, clean up the job description problems.

Support staff should be told they do not have the responsibility of

managing the inspection staff. When support staff are asked a question if they could try and come up with an answer if not try and find one if they can find one. Don't ask silly questions like why do you need to know it, how come you are asking this now and not before, why do you want to stay in this white page hotel and not this cheaper white page hotel and so on. sometimes I get the idea that they feel that the more miserable we are on the road the happier they are. i am not saying this to downgrade support staff as a whole but i just wish the attitude would change. Our organization would not dun without the great work that they do.

The direction of the department is not always in line with the legislated and stated M.C. mandate, and this frustrates me. Even if we find major problems as a result of repeat consumer complaints, we will not address the problem for various reasons.

there should be more flexibility left to each district/inspectors as to what priorities they should be concentrating their efforts on.(keeping in line with the dept strategic directions)

Whereas;
Roles and responsibilities are defined by job descriptions.
and whereas;
Inspectors in Atlantic Canada work as Integrated Inspectors.
and whereas;
Senior Management in Measurement Canada does not acknowledge the existence of the Integrated Inspector Position.

Therefore;
Senior Management at Measurement Canada should first acknowledge the existence of the Integrated Inspector Position and the value of it to the Department.
and;
Senior Management should develop a current and accurate job description for the Integrated Inspector Position.

Work environment comments

Again, everything boils down to lack of money. Sharing of phone lines an issue, sometimes noise levels can make phone conversations difficult, inability to have a secure conversation without moving to an open office, at times there are personal effects which go "missing".

Improvement suggested - create fixed offices for all officers with the ability to lock office doors for security reasons and to provide "secure space" for phone conversations of a sensitive nature.

Equipment used for performing inspections should be a priority all year

around. Technical equipment must be available all year round. It must not be delayed due to budget restraint or delayed because of the dates the orders must be put in. Technical equipment must be given a higher authority than other items. As long as we have initial inspection is a strategic initiative, technical equipment must be given the same respect.

Evaluer de façon périodique les outils dont nous possédons présentement, pour voir s'il rencontre nos besoins actuels, et rechercher les nouveaux outils disponibles et les évaluer pour voir s'ils sont appropriés et les implémenter au besoin.

Il faudrait aussi s'assurer que les employés sont bien formés à utiliser les outils que nous possédons présentement. Surtout vis-à-vis des logiciels.

I believe that Measurement Canada tries consistently to meet these requirements. For those occasions when there have been problems, they have been dealt with.

Just keep working at it, keeping in mind the welfare and the safety of their employees

MC can give promotion opportunities to the best qualified candidate no matter what their language profile is. Employees who are very well qualified for positions should not be disqualified from applying for a competition due to the fact they do not have the correct language profile. It is discrimination to exclude people who did not grow up in a bilingual area or family and did not have access to French language education. In the regions where French is very rarely spoken by clients it is especially true. If there is a definite need for French, the employee should be given the opportunity to take the training to fill the requirement, not just be excluded. It is often the case that admin. staff are required to speak French, whereas the client would not be able to get service in French from the inspection staff or management.

More co-operation with support staff, inspection staff

Once we know what exactly our job is, we might be in a better position to comment on what equipment is necessary to do the job effectively. I guess that to help improve this priority, MC has to finalise its revamping of its activities.

Place more emphasis on the required equipment to do the job. Safety is nice to have as the top priority however you still need the equipment to do a job, even if there is a large list of safety equipment, more emphasis must be given to the equipment that is needed to do the inspections.

Safe work practices should be the priority at all times not when it is convenient or for others.

Communications comments

For the most part, staff are asked to express their opinions on various issues, however, there is almost a constant belief by local staff that senior management's request is "lip service" and that the whole issue is a done deal before we comment.

The most common statement I hear from specialists (in particular) and mgrs (on occasion) is that when we bring our point of view to them for assistance at a higher level "I agree and understand but I'm tired of fighting an issue I cannot win", or "it's like banging your head against a brick wall, what use is there in that".

The whole accreditation scheme is flawed, (and I didn't use the word "scheme by accident). We have people like [...] selling the whole activity "down the river". His actions and influence have almost single-handedly reduced the accredited clients responsibilities and requirements down to what he is openly proud to state as the "lowest common denominator". I am not saying that MC as a whole is not blameless in this matter as there are many instances where different regions have identified conflicts in how inspections are performed and requirements are viewed. What I am referring to is the obvious choices being made (by [...] & [...]) to accept the most lax of the possibilities and stating this is the new requirement as opposed to addressing the issue from the standpoint of what is the best solution for all (and not just the accredited clients) and then requiring the regions/districts not properly carrying out their duties to work towards a level compliance field.

And now to top it all off, [...] has been asked to head up a review of MC's most troubled industry sectors, the [...] which is by far the furthest away from being in compliance with legislative requirements and if we go with the lowest common denominator here then we can close the books on any requirements in this sector. I wonder how many "gifts" he will come into possession of from clients during this endeavour.

Improvement in this area requires an acknowledgement of senior management regarding the current situation of denial in this area.

HQ has to get off it's high horse and start accepting the fact that the Atlantic region is in fact a region of Canada and should be treated as such and not as a whipping boy that can be kicked around when some kicking is needed.

It is necessary to always keep Communications open with all your staff which may include meetings as well as more informal/social gatherings.

Le mot clé ici est important. Nous devons déterminer ce qui est

important pour l'employé et établir un system de façon a ce que la communications soit faite et a temps.

More training for managers on supervisory skills

Need for headquarters to have a clear idea of what they want to communicate.

Regions must have staff in place to perform the duties required for their local operations. In Atlantic Canada we have inspectors that perform duties on both the E&G and W&M. Due to the limited staff and the limited budget, these employees have given 150 % for the organization. We hope that this is recognized by Headquarters when decisions are made about their job clasifications.

There is a need to have better commmunication between HQ and Region to inspection staff on the direction and priordies of MC.

Usually when we're asked for our opinion/feedback it is to the last minute or it's already decided on so our say doesn't count for munch.

Leadership comments

Efforts undertaken by ISD in Measurement Canada for the purposes of fullfilling the strategic direction, have taken priority over everything. There is little or no regard to the monitoring and policing of trade measurement in Canada. The only inspection work deemed to be of any importance is that which is requested by TSR teams. This conflicts with both our mission and the job description of most inspection staff, who traditionally focused on ensuring equity in the marketplace.

Ensure managers inform ALL employees of objectives etc. not just selected ones, this could be done by more training for managers on supervisory skills

I do not feel that I can answer this question accurately as I feel that the government is making changes over which they may or may not have any control vis-a-vis NAFTA and other organizations which will affect government policies.

I don't think anyone within MC actually do know where we are heading. With the sector reviews and industry players such as CEA wanting us to get out of their industry God only knows where we will end up in the near future.

I will believe in the Agency's strategic direction,only when they ask our opinion /input in certain decisions making.

I worry that our agency is pushing too hard for ASD's, and will loose control of the present inspection programs. I worry that once an

organization gets accredited / licenced, that we will not revoke this recognition, even in the case of major non-conformances. I also worry that M.C. will not actively monitor these organizations (i.e. do product audits). I worry that some companies will get certified, even if they have bad history (i.e. poor compliance rate of their repair work or initial inspections).

My concerns about the approvals and standards certification are less than those for the inspection programs. I have more confidence in accepting M.C.-recognized standards certification or recognizing approvals from another country.

Make it clear, get to the point and stop changing it's mind, and let's get to work!

Measurement Canada should have an interim strategy to ensure that our Mission is maintained. More attention is required to assess the market conditions as they stand today, knowing that our current initiatives will pay dividends in the future - when they are fully implemented.

The accreditation situation within the E&G program has a number of problems - particularly with the far too little use of compliance audits and the fact that those which are being performed are announced beforehand. You can take the stance if you like that if there are problems with the system then the little bit of time given to the acc. clients as notice of our intent to inspect would not assist them much, but I don't buy it one little bit. If you gave me that option in any given situation then I'd find a way to make things look better, especially if we are talking about meters (something truly repairable and testable).

The W&M sector does not lend itself to either the accreditation or licencing options in my opinion. With the structure of many thousands of owners of devices with the majority of these owners having very few devices, it is directly opposite to the E&G sector and is subject to wide spread misuse by device manufacturers and repair companies.

There is a need for more clarification on where MC is going.

Values comments

As an example, I believe that there will be numerous valid requests (by MC staff all over the country) for modification to the ETSR recommendations but there likely not be any made other than that which has been announced (by e-mail) already.

Input has been requested from regional mgrs for an upcoming senior mgmt meeting to discuss the ETSR report recommendations. Regional

mrgs ask staff for input that almost never gets used. The improvement would be to not ask for input when you have little or no plans for its use. The excuse for not using MC's feedback will be that consultation has resulted in the report as presented and therefore only significant views by senior management can be addressed (as done in the recent e-mail by senior mgmt.)

The second improvement and my suggestion for improvement will be to find a new [...] or put a very, very, very short leash on the [...]. I fail to understand how his actions have been allowed to go unchecked for so long as it is, I can only see the situation getting much worse.

Encourage all employees to accept and embrace change. Try to lose the mentality of "my way, is the only way, it has worked for x no. of years, why change it now."

I used to feel that what I was doing was valued by all, but now the tides have turned and I now feel that all that has been done in the past was all for nothing since the Atlantic region has lost over 50% of its resources, mostly based on resource reallocation and we are told that evrything we done in the past and how it was done, is now obsolete and we are left hanging, waiting to see where this department is heading. It's very frustrating, I feel that I am not contributing nor am accomplishing anything constructive.

If an employee's position has greatly changed due to National strategic initiatives or technolohy change, their job clasification should indicate this and the employee should be given credit for it. If any new strategic direction is forthcoming that requires major changes in employees positions, job clasification and/or retraining must be given a priority so employees are given the tools and job recognition they deserve. Employees are willing to change with technolohy and strategic direction of the orgainzation but recognition should be given at the same priority and speed.

Measurement Canada should encourage the completion and implementation of the UCS job descriptions. This system better recognizes the new realities and requirements of our current duties.. and it is hoped that a positive adjustment in remuneration will follow as soon as possible.

No actions are required other that Supervisor should always set the example for others.

Nous sommes a une impasse a ces sujets. J'ai des exemples dans tous les cas ou, oui on le fait et non on le fait pas. Encourager a innover et suggérer des améliorations est une chose mais actuellement étudier la question et implémenter quelque chose de concrès est une autre chose.

Senior Management at Measurement Canada should acknowledge the existence of the Integrated Inspector, acknowledge the value the Integrated Inspector is to the Organization and compensate the Inspectors working as Integrated Inspectors accordingly.

When you don't know what every other does ,how can you tell they are consistent with the Agency's /Sector's values.

Human resource management practices comments

Ensure that opportunities are given equally to all employees including term employees.

Give the people the recognition they deserve for the work that they are actually performing in the area of job clasification.

I don't think somebody should get a designation (new title) just because it falls by default.

I think seniority should still have a fair measure when selecting a candidate for a certain job.

I find that in most cases the rewards are given to people who are just doing their job or even worst to people who have been given a task completely related to their job, payed overtime for doing it and then in the end get an award.

Management's choices are often the ones chosen for rewards. I don't know how to remedy this.

MC can begin to make decisions on staffing. People are left in term positions for years, due to the lack of decision making. MC can start paying attention to administrative positions and the people they have in them. They are often over looked and given no priority or attention. No one is aware of the process to staff admin. positions, because they are never staffed. We do not know if the agency encourages representation of equity groups or if promotions are done on the basis of merit.

More emphasis on compliance with safe work practices

Mr. [...]s promotion - I dont' have to say anymore.

Additional thoughts

Again, it's time to get serious and get to the point about where the Agency is headed. I understand some of the missions and values but the Agency keeps changing the avenues on how to reach it's goal. The Atlantic region has some of the most experienced employees in the country, the less experienced with over 12 years with the Agency and some with over 25 years, but yet, most of the region's input as to how and where the Agency should be headed is, for the most part, ignored.

The priorities of the Agency are mostly good and understandable but when it comes time to implement some of them, HQ manages to make things extremely confusing and twisted and quite often mess up what it set out to accomplish. This is very frustrating and confusing for the field staff

and support staff along with it's management. I am not management but I sympathize with them since they are trying to cope with the depleted resources but still manage to keep some positive attitude, they are simply not physically capable to do their job effectively. I am frustrated for myself and most of the good people I work with. I feel that we, in the Atlantic have been royally screwed by HQ.

I feel that the Atlantic Region has unfairly been targetted for resource reductions during resource reallocation exercises. We are often left, as a Region, with a much lower resource level than other Regions - to the point that we simply cannot maintain the same service levels. The resource reallocation model is FAULTY.

I have very little comment to add other than always keep employees aware of the upcoming changes which will impact on their future.

If they would leave it more to the field experienced personal to decide on the directions, things would go much smoother in the changes of direction within the Agency.

Les gérants de district et ou régional, ne sont pas tous des gens qui ont faite leur progression de carrière a partir d'inspecteurs de poids et mesure our electricite et gaz, et parfois même ne sont pas de Mesure Canada. Alors ils leur est très difficile de reconnaitre le travail bien fait ou mal fait et la difficulté a accomplir certaine taches. Il en résult donc aussi que la direction de Mesure Canada, ne se fit pas a l'expérience et au bon jugements de ces employés dans le champs parcequ'il n'ont aucun point de référence pour ce genre de travail. C'est comme si on demande a une personne que gère une banque, du jour au lendemain de gérer un garage de service automobile. Oui il peut faire le travaille, mais ne pourras jamais avoir le "feel for it".

Je trouve aussi que le bureau chef a tellement grandit, peut-être même au départ des bureau régionaux, que les différentes directions individuelles ne se rendent pas compte de 1) se qui se passe en région et 2) se qui se passe dans les autre directions, ce qui en résult qu'on place des demandes et attentes non réaliste sur les employés en général. Par exemple, on doit faire un plan de travail et le soumettre avant la fin d'avril, mais on ne sait pas notre budget avant la fin Juin, on ne sait pas le type et le nombre d'inspection qu'on nous demanderont de faire.

MC needs to pay more attention to admin. groups. They need more training, they need to meet and have discussion with their counterparts in other regions. The emphasis seems to be to have the inspection staff/management do more of their own admin. work. However, the agency will then end up with highly paid people spending time doing routine clerical work leaving less time for doing inspections or managing. MC needs to realise that increased technology in the admin. field does NOT decrease the workload. Admin. personnel in the regions are doing a vast amount of different tasks because there is not the staff for anyone to specialize in any particular aspects of finance or admin. work.

Measurement Canada have been lucky to have a staff that were very flexible and adaptable with all the changes that have gone on. Please recognize their hard work and give them the recognition that they deserve.

Quebec

Job satisfaction comments

1- Meilleure distribution des tâches qui ne sont pas directement reliées au poste.

2- Les remplacements de longue durée devraient être effectués par une seule personne. Il faudrait donc pouvoir faire des nominations intérimaires de plus de 4 mois sans être obligé de passer au travers un processus de sélection complexe. Un genre de "mini" concours.

Avoir une description de tâches valide (présentement, nous travaillons avec la NGC mais elle n'est pas encore valide !)
Donner de la formation pertinente.

Clarifier les perspectives d'avenir

Définir et planifier a long terme et clarifier les nouveaux domaines et marchés selon l'orientation stratégique.

donner des directives précises aux inspecteurs sur leurs travail et perspectives d'avenir

Établir clairement les tâches à effectuer pour tout le personnel en relation avec l'orientation stratégiques de Mesures Canada.

Rassurer le personnel concernant leur avenir.

Démontrer au personnel d'inspection que la Direction n'est pas contre son personnel dans le cadre du grief de classification.

Déterminer les objectifs, les priorités et les budgets pour l'année 2002-03 avant la fin de l'année fiscale afin que nous puissions préparer notre plan de travail pour la prochaine année d'opération et ainsi rassurer notre personnel.

Éviter au cours de l'année de suspendre en cours d'année, un programme d'inspection sous prétexte que le comité a suffisamment de données.

Démontrer une volonté de la Direction que la mission de Mesures Canada est plus importante que l'orientation stratégiques c'est à dire de laisser toute la latitude au gestionnaire de Région de pouvoir utiliser son personnel d'inspection dans des domaines autres que les priorités établies par le Comité de la haute direction.

Il y a aucun contact avec le laboratoire . Nous avons demandé une simple visite du laboratoire et nous attendons toujours ca fait seulement 4 ans que nous demandons cette visite.

Les contacts avec le bureau régional sont toujours tendu et semble toujours se diriger ver la confrontation.

Impliquer d'avantage les régions aux différentes discussions nationales qui ont un impact immédiat et futur de l'avenir de Mesures Canada. Décentraliser les programmes, prises de décision. Solliciter l'input des régions afin de sortir du passif et devenir investisseur du devenir de Mesures Canada!!

Responsabiliser les régions dans tout les programmes/comités.

Promouvoir la communication active et la participation.

Applatiser la pyramide organisationnelle.

Je suis gestionnaire, je suis gérant de district [...] et je doit travailler des heures excessives pour faire mon travail, sans jamais recevoir de salaire pour le temps compensatoire (temps et demi ou temps double), contrairement aux employés qui sont choyés à ce sujet. On doit prendre nos jours de congé comme on peut, mais pas de ou trois gérants en même temps. Comme je suis gestionnaire, on nous prend pour des machines, plus que l'on en fait plus on nous en donne, on deviens de plus en plus responsable, imputable mais avec le même salaire et le même niveau de poste. MC ne nous respecte pas. Je suis cadre intermédiaire dans un district francophone, ainsi on peut savoir facilement qui je suis car je suis le seul dans cette situation. Je n'ai pas peur des étiquettes, d'ailleurs quand on dérange trop, on se le fait dire, et étiquetter. Le gros problème avec Mesures Canada est le respect de ces employés, respect de la langue française, respect par un salaire équitable pour le travail fourni (Gérant de district), respecter de la convention collective, respecter des employés dans les concours, respect du gestionnaire de la haute gestion par son appui, respect du gestionnaire en lui donnant des moyens ou outil de faire son travail et de prendre action sur les employés problèmes sans qu'il soit le principal blâmer, et il y a encore plus, mais je doit arrêter, cela me frustre trop et je vais m'emporter. Pourtant j'aurais un si beau poste pour m'épanouir. J'ai hâte que cela change. Il ne me reste 8 ans à travailler. D'ici là, j'aurais peut-être un poste TI-08 et un meilleur titre pour mon poste comme " Directeur de district". Vous savez il y a longtemps que je parle de ces choses, mais rien de concret ne se produit, on a peur de faire les vrais gestes à notre sujet. On a peur de ce que les autres employés vont penser, alors on garde le statu-quo. Bon! Ça fait du bien j'ai terminé.

La situation a beaucoup évolué depuis quelque temps et certains inspecteurs ont plus de difficultés à cerner leur rôle. Il y a de moins en moins de travail d'inspection et les repères ne sont plus les mêmes. Il est étonnant de constater le nombre d'inspecteurs qui se demandent quoi faire alors qu'il y a de l'ouvrage en masse. Personnellement, ça fait des années que je n'ai pas eu d'objectifs.

La direction stratégique de MC nous mène vers de nouvelles fonctions comme l'accréditation et les revues de secteurs. La haute direction

continue de traiter ces fonctions comme les autres lignes d'affaires "techniques", comme si rien n'était. La situation devrait être tout autre. Dans d'autres départements d'Industrie Canada, PC, Faillites, Spectres, etc..., des emplois comparables et parfois moins complexes sont classifiés PM ou CO avec des rémunérations beaucoup plus avantageuses. Il serait temps de lâcher le TI un peu...

La structure organisationnelle de MC ne tient même pas compte des revues de secteurs, il n'y a pas de poste spécifique à cette fonction. Des compétences et aptitudes nouvelles comme faire des consultations publiques, de l'animation de groupe, analyse poussée, gérer des situations très conflictuelles, etc, ne sont tout simplement pas reconnues par l'organisation. Sûrement pas TI-07 pour le chef d'équipe, c'est CO-04 juste pour tenir des assemblées de créancier aux faillites! C'est une occasion unique de créer de l'espoir de carrière auprès du personnel ayant les capacités et il n'y a rien qui se passe. Pendant ce temps une partie du personnel vit une injustice et perd sa motivation. Plusieurs attendent une prise de décision et du support de la haute direction...SVP pas d'attente après la classification universelle, c'est l'engagement de la direction que ça prend.

Au minimum les coordonnateurs d'accréditation devraient être au même niveau que les agents de programme, ce serait leur rendre justice et donner un signal clair que la HD supporte sa propre direction stratégique. C'était peut-être plus facile de satisfaire 22 gérants de districts qui brassent mais ce n'était pas "fair"...

Les gens sont démotivés et c'est du chacun pour soi. Les gestionnaires devraient être formés en gestion et en relation humaine plus tôt qu'en technique et avoir plus de leadership ... ce qui n'est pas le cas présentement. À mon avis, c'est la source du problème actuellement.

Lors des cours de formation arrêté de faire des examens qui n'ont aucun bon sens. J'ai du étudier pendant environ trois heure par soirs et cela pendant 5 semaines. L'Année dernière j'ai eu ces cours aussi qui ont duré 5 semaines et c'était la même chose en plus il y a eu un examen finale qui regroupait les cinq semaines..c'est complètement fou surtout qu'on s'est déjà qualifié lors de l'embauche a MC et les dernier entré sont menacé de perdre leurs emplois s'il ne réussise pas les cours. Une chance que j'ai réussie.....

Objectif a savoir ou on s'en vas et qu'est-ce qu'on va faire plus claire, les gens ne savent pas trop sur quel pied danser avec l'accréditation.

On a l'impression que le bateau prend l'eau. Chacun tire la ceinture de sécurité de son bord afin de ne pas couler.

Plus de stabilité dans le poste de Gérant de district (éviter les intérim).
On devrait des rencontres de district au moins mensuel, pour renforcer
l'esprit d'équipe.

Pour tous les employés, il serait intéressant d'avoir une rencontre
annuelle. Avec comme sujet principal, notre rôle et nos responsabilités.

Que le vrai leadership prenne sa place au sein de Mesures Canada de
manière à ce que les décisions soient complétées selon l'idée première. Il
n'est pas toujours utile de consulter tout le pays avant de bouger.

Responsabilisation des employés(ées)

Savoir ou on va.

Si nous devons faire notre travail sans erreur et avoir le temps de
respecter les échéanciers. Il faudrait augmenter le personnel et que tout
le personnel de soutien ait la même description de tâches et le même
niveau.

Savoir ou sont les objectifs de Mesures Canada, qu'ils soient dit
clairement, car nous avons souvent l'impression d'être dans un bateau
sans savoir ou l'on va.

On se fait dire souvent que le Québec est différent des autres que nous
ne travaillons pas comme ailleurs y a t'il possibilité que toutes les
provinces soient identiques.

Work environment comments

Continuer à sensibiliser le personnel de manière à ce que lorsque l'on
demande des versions française de documents de travail, l'on ait pas
l'impression de demander une faveur.

Donner plus d'information concernant la loi sur les langues officielles et
sur les droits des employés à ce sujet.

Environnement de travail pas adéquat à cause de rénovations qui
s'éternisent.

Faire disparaître les préjugés, utiliser les faits et les preuves.

Faire des choix plus judicieux dans les promotions du personnel basée sur
l'expérience et les connaissances.

J'aimerais bien avoir une formation en langue seconde, il semble que ma
demande et la " fin du monde " soient identique.

Ne pas systématiquement travailler dans la langue de la majorité,
l'anglais. Peut-être favoriser un ou deux comités bilingues et de mettre
comme critères qu'ils vont travailler en français et traduire ensuite. Ce
n'est pas une situation facile mais il est possible de montrer un certain

support au français qui est aussi une langue officielle du Canada.

Nous sommes rendus à un point où la discrimination est à sens inverse.

Pas grand chose, à part changer de locaux...

Promouvoir le bilinguisme dans toutes les régions du pays.

Qu'il n'y ait pas de différences entre le travail effectué par les hommes ou les femmes.

Traiter les gens de façon juste et équitable.

Voir mes commentaires de la partie précédente. Il y a de la discrimination et aussi du harcèlement à notre égard (gérant de district). On ne peut pas y faire grand chose. Mon patron ne nous appuie pas du tout. La confiance n'y est pas. On n'a pas le droit de se plaindre on est gestionnaire, même si des employés nous menacent. On n'a pas les outils pour se défendre. C'est toujours de notre faute. Les gestionnaires n'ont pas le droit de se plaindre, ils doivent être assez adultes et matures pour encaisser. Et s'ils font des "burn out" tant pis. Ils auraient dû voir cela venir et savoir les éviter.

Des améliorations, il y en a des tonnes à fournir. Ce n'est pas des sondages comme ceux-ci qui vont changer le monde. Je conviens cependant que cela peut aider un tout petit peu.

Communications comments

Avec le temps, j'ai appris à ne plus faire de remarques qui pourraient être constructives pour l'organisation si ce n'est pas dans la même direction de pensée que mon gestionnaire. À Mesures Canada, il est préférable de ne rien dire plutôt que de mentionner notre désaccord ... on risque moins.

Cela donne rien de se plaindre. Il faut subir. On est gestionnaire, alors tais-toi et travaille! Tu es payé pour ça! Si cela te plaît pas, t'as juste à travailler ailleurs on ne te retiendra pas! Il en a bien d'autres qui veulent et peuvent faire ton travail.

Il me semble que l'administration connaît la direction. mais elle nous le dit pas.

Il est important que nous sachions où l'on s'en va.

Il est nécessaire d'avoir des réunions techniques, autant pour P et M et pour É et G.

Exemple;

Je déplore l'absence de réunions pour le domaine Électrique.

Je crois qu'une plus grande stabilité dans l'emploi (personne/position) pourrait améliorer ces objectifs. Par contre, les changements

d'orientation amènent de nouvelles affectations ayant besoin d'être comblées.

Ces objectifs sont difficiles à améliorer pour l'instant car Mesures Canada vit des changements d'orientation importants.

L'administration centrale ne cesse de grossir et les régions ont l'impression qu'ils n'ont pas grand chose à dire sur les décisions sauf pour quelques initiés. Il n'y a pas 56 solutions, si l'on veut que la communication soit améliorée les gens doivent se rencontrer.

Par exemple il n'est pas normal que des agents de programme n'ayant pratiquement pas sortie de leur bureau depuis 20 ans prennent des décisions qui ont des impacts plus que significatifs sur l'organisation (ex. audit de produits). Ils ne sont même pas en mesure de prendre les décisions, c'est dans le champs que ca se passe. Ils doivent sortir régulièrement dans les régions et rencontrer autant les clients que le personnel de MC. Une bonne pratique est avec l'accréditation, les AP participent aux audits et connaissent le milieu.

Ce principe devrait s'appliquer à d'autres départements comme Finance, Informatique, Labs. etc...

L'information provenant du régional tarde à venir à l'occasion ce qui nous place dans de facheuses situations.

L'information est parfois compris d'une façon par un gérant et d'un autre façon par un autre gérant. manque d'uniformité entre les districts.

Manque de suivi.

Ne pas prendre les commentaires ou les plaintes personnellement. Souvent c'est qu'on veut qu'un message se rende plus haut mais il le prend personnel au lieu de le faire suivre.

Nous n'en parlons pas du tout à la direction.

On se demande ou nous allons .

L'organisation ne semble pas savoir ou elle vas ,les priorités sont dévoilé plusieurs mois apres que l'année est écoulé.

Quand nous avons les priorités aussi tot que nous avons effectuer les vérifications des prioriter elle se termine avant la fin de l'année ce qui est tres frustrand .

L'annonce des nouveau domaine se fait toujours attendre!Depuis plusieurs années

Réduire les délais dans la transmission des demandes où des résultats, il faut trop souvent courir après où la nouvelle nous arrive d'autres sources.

Leadership comments

Dans plusieurs bureaux de MC il y a des "pommées pourrites" et il est connu que la gestion attend beaucoup trop longtemps avant de régler ces problèmes. Cela affecte le morale des troupes qui se demandent pourquoi donner le maximum quand l'incompétence est connue et tolérée autour. 1. Continuer de mettre de la pression pour changer les règles pour permettre au gestionnaires de mieux faire la dotation des postes et d'obtenir plus de flexibilité pour se débarrasser des cas problèmes. 2. Donner l'opportunité au personnel de faire part de ces cas problèmes, leur demander. Assurer un suivi. Doit rester confidentiel.

Il y a aucune indication ou on se dirige dans le futur. Les nouveaux domaines se font toujours attendre, on dirait que c'est l'industrie qui vont déterminer si oui ou non on va s'impliquer. Le leadership ne semble pas faire parti de mesures Canada!
Les directives ne sont pas toujours claires et sont souvent interprétées de différentes façons tout dépend de quel service nous appartenons.

Il y a un manque d'information à ce niveau. Nous ne savons pas vraiment où nous allons.
Accréditation est un bien grand mot !

J'ai bien de la difficulté à y croire et à vendre cette direction. Désolé!

Le problème, ce n'est pas que je ne les appuie pas mais je ne suis pas d'accord avec certains aspects, surtout l'accréditation. Je ne fais pas confiance au privé pour être juste et équitable, ça fait pas partie de leur priorité. Dans quelques années, nous n'aurons plus les ressources pour les surveiller, alors, le loup dans la bergerie. Qu'il suffise de se rappeler que l'Angleterre a été le premier pays au monde à accréditer son service d'inspection des aliments...c'est bon l'accréditation?

Mêmes commentaires qu'à la section 3.

Ne pas craindre de prendre toutes les mesures appropriées plutôt que d'acheter la paix

On dirait que M.C. ne sait pas du tout où il va, les décisions sont quelques fois étranges et ne reflètent pas les besoins de nos clients.

Parler des vraies choses à la bonne personne.
Cesser d'avoir peur des griefs.

Présentement, les employés performants risquent d'être démotivés par le non professionnalisme de certains employés.
Aucune mesure n'est prise pour corriger les employés qui ne font pas adéquatement leur travail.
Au lieu de restreindre tout le monde, l'employeur devrait concentrer ses

efforts sur les employés concernés seulement.

Savoir ou le Capitaine s'en va, nous avons l'impression d'être dans un bateau qu'il s'en va à la dérive.

Trop de place à l'accréditation et pas assez à l'inspection

Values comments

Afin d'améliorer l'esprit d'équipe, l'échange d'informations, le feedback qui ne retourne pas toujours, une sensibilisation sur ce que c'est " un groupe de travail " ferait sûrement un peu de bien.
Incluant également, ce que c'est " une personne exclue dans un groupe " ce que ça peut provoquer, etc

Il se protège assez bien que personne ne peut aller à l'encontre.
Une gestion qui laisse à désirer.

Il serait important de voir le travail mal fait.
Plus équitable pour le bon travailleur.

Il y a des collègues qui étirent leur temps afin de parvenir à la retraite, il n'ont plus le feu sacré du travail et c'est quelques fois démoralisant pour ceux qui aiment leur travail.

Je trouve souvent que mes collègues de travail man. on aucun respect pour leur travail et que plusieurs travaillent simplement pour \$\$\$\$\$\$

Je sens vraiment que Mesures Canada n'est pas très valorisé au yeux des autres divisions du ministère.
Je ne crois pas qu'il y ait quelques choses à faire pour corriger cela.
Peut-être y a-t-il eu trop d'erreur par le passé, commis par les employés et l'employeur !!!

La direction stratégique n'est pas supportée par tous, y compris par certains gérants de districts et spécialistes qui ne pensent qu'à leur petit royaume. Tant que la haute direction ne reconnaîtra pas ce fait et ne prendra pas des actions ouvertes pour que cela cesse il n'y a pas d'espoir. Arrêter de mettre les ultra conservateurs en position de saboter les efforts serait une bonne idée ex. ESC.

La Mission, Vision et Valeurs prennent de la poussière au mur. On devrait en parler plus souvent lors de meeting et autre occasion

Respect.....des gestionnaires de district.

Un sentiment de frustration règne à Mesures Canada depuis des années, surtout si on se compare à d'autres secteurs d'Industrie Canada. On a toujours l'impression qu'il faut se faire emmerder à Mesures Canada pour avoir quelque chose, et c'est toujours au compte-goutte. Tous les divisions du ministère ont augmentés la classification de leur employés sans concours, ou presque. Au faillite et au spectre entres autres, on a

augmenté substantiellement les classifications d'un pourcentage important d'employés sans concours et avec rétroactivité. On a jamais fait cela à Mesures Canada, autant pour les inspecteurs, les commis ou les chauffeurs. Par contre, on l'a fait pour les gérants de districts.

Human resource management practices comments

Il faut faire beaucoup plus que les autres ministères avant d'être reconnu pour un nouveau poste / affectation.

Il existe certains problèmes à régler mais c'est pas pire qu'ailleurs.

Je fais référence au dernier concours TI05, alors là, il y a un problème ...

Il y a plusieurs sujets qui sont un peu cachés ou bien que je ne connais pas du tout.

Exemple;

les possibilités de perfectionnement professionnel

les affectations

le processus de dotation (problème)

Je crois que les exigences en matières de santé et sécurité sont devenues exagérées.

Les processus de sélection du personnel sont très laborieux à Mesures Canada comparativement aux autres divisions du Ministère. Plusieurs postes restent non-comblés pendant une longue période de temps.

Les postes devraient être comblés rapidement pour éviter de multiples nominations intérimaires.

Les postes de haute direction sont faits pour les anglais particulièrement. Anglais impératif. Ça dit tout!

Nous devrions accèsser les nominations sans concours avec plus de souplesse car nous sommes souvent dans des postes intérimaires depuis plusieurs années et pour ne pas blesser personnes ils doivent faire des concours, je crois que lorsqu'une personne remplace une autre personne durant plusieurs années elle devrait être nommée dans ce poste automatiquement. Pourquoi avoir les évaluations si elles ne servent pas pour les nominations sans concours.

Pour la dotation, encore trop de concours. Il devrait avoir plus de promotions accordées selon le mérite.

Réduire la complexité du processus de sélection pour les nominations intérimaires de plus de 4 mois

Se souvenir du travail bien fait.

Additional thoughts

aucun commentaire.

J'aime le travail que je fais, par contre j'aimerais que la gestion face preuve de plus de leadership ... que les décisions qui doivent être prises le soit dans un délai raisonnable. Les postes de gérant de district et de spécialiste en électricité auraient dû être comblés rapidement. Même chose pour les postes d'agents de réglementation. Par contre, on s'empresse de nommer des gens dans des postes non traditionnels (femmes comme inspecteur) sans qu'elles n'aient de connaissances techniques associées aux fonctions d'un tel poste. C'est démotivant de voir ça. Comprenez que je suis pour ces grands principes, mais on ne fait pas de chirurgiens cardiaques avec une secrétaire juridique !!! sans qu'elle reçoive toute la formation associée à un chirurgien cardiaque.

J'aimerais avoir la possibilité de relever d'autre défis.

J'aineri bien que la haute gestion soit plus rassurante pour ces travailleurs face a l'avenir de mesures canada.

Lattribution des promotions soit regardé pour l'ensemble des TI-04 et non pas a de petit groupe .Un bon vouloir de la gestion et le tout serai possible.

J'espere que ce sondage servira a quel que chause et fera avancer nesures canada.

Je pense que nous avons des problèmes à corriger dans notre organisation. Pour notre région les problèmes principaux se retrouvent au niveau de la gestion des différents districts. Je trouve inconcevable qu'un gérant inscrive sur sa porte "Ne pas dérager s.v.p." ou qu'un autre à chaque demande des ses employés repondent "Je ne suis pas capable" Pas capable, expression que je ne suis plus capable d'entendre.

Je pense également que la majorité des inspecteurs n'appuie pas la direction stratégique que prend Masures Canada. Les compagnies accréditées deviennent juge et partie. Après avoir travaillé à l'inspection initiale depuis années, je sais qu'à presque la totalité des inspections initiales, il y a des ajustements, de corrections ou des modifications à faire. Les compagnies vont vendre, installer, inspecter et certifier leurs appareils et que du jour au lendemain ils vont devenir parfait!!!!!! Laisser nous rire. Dons la protection des consommateurs ne sera sûrement plus assuré. L'équité dans le marché !!!!! vous voulez nous faire rire.

Les gestionnaires ne veulent plus s'occuper de problèmes majeurs, comme l'utilisation de balances non approuvés, je ne suis fait répondre, que si deux parties étaient consententes, il n'avait pas à s'en mêler, le problème c'est qu'il n"y a pas seulement deux parties impliqués. On refuse de faire des instruments ou on pourrait découvrir des problèmes, on se fait répondre que ce n'est pas dans le plan de travail. Donc on ne

la fait plus. Mon problème majeur c'est les gérants de districts qui ne sont pas capables de comprendre que nous aimons le travail que nous avons à effectuer, mais qu'ils nous le laissent faire.

Mais à part ces points négatifs, je pense que nous sommes chanceux de faire parti de Mesures Canada. Je suis heureux de travailler pour l'organisation. Peut-être que je veux trop en faire pour assurer la protection des Canadiens. Mais j'aime mon travail et je veux le faire le mieux possible.

Je crois qu'il est trop tard. Comme d'habitude le temps fera le ménage.

Manque de transparence de l'administration régionale.

Mesures Canada devrait favoriser plus le travail en équipe, exemple plus d'inspection à deux cela est souvent plus facile et plus stimulant.

Nommer les personnes qui sont intérimaires dans le poste qu'il occupe avec seulement un droit d'appel. Reconnaître les personnes qui font bien leur travail, leur disponibilité, loyauté et honnêteté, l'assiduité sont des qualifications qui devraient être reconnues, pas seulement dans les évaluations, mais dans les promotions aussi. Souvent les personnes sont aptes à faire le travail mais dans les concours ne peuvent performer.

On dirait que MC ne sais pas où il va.

Respecter les gens, surtout les gestionnaires qui se donnent corps et âmes pour aider l'organisation à progresser, ce sont les grands oubliés de l'organisation. On consulte les gens mais on n'écoute pas les gestionnaires intermédiaires qui sont près des opérations et qui sont vraiment ceux qui voient ce que font les employés dans le champs et qui doivent composer avec les différentes demandes des directions (MC, IC, DRHC, clients et bien d'autres intervenants). Qu'ils doivent rendre tout ce beau monde heureux en s'oubliant. Comme à l'habitude, seul dans mon bureau, j'ai complété ce sondage le soir sur mon temps afin de rencontrer l'échéancier. espérons que ce temps utilisé ne sera pas futile. Merci !

When one applies on a secondment of two years in another region. the decency calls to at least answer back to the applicant.

Ontario

Job satisfaction comments

A plan is needed to bring those people that resist change in line with goals and objectives.

Address the fact that no career development exists for me because of the bilingual requirement.

By speeding up the process of deciding what Measurement Canada will be doing in the future. The continued lack of knowledge in this regard is not good for morale.

Clearly define roles of other employees, so certain employees do not have to do their jobs for them. If employees were accountable for not doing certain aspects of their jobs, the work load won't be put on the "high flyers" - meaning employees who go above and beyond their specific call of duty because they take pride in meeting the unit's goals.

Construct a more sound training regimen for new employees with a realistic time line to have objectives outlined and more organized.

Create more specialist positions to alleviate the workload & time demands placed on current personnel.

define what private sector roles are with in our activity and redefine our place within Industry

Define clearly and realistically the roles in which personal are to be utilized. At present they are trying to transfer many duties and responsibilities to the private sector. Having come from that sector with 25 years experience and having just spend the last year and a half in the field it is very apparent that it is a very unrealistic goal. However, like most things it is something that probably has to be played out. Government and private sector can work in partnership but only under direct supervision. This lack of realism in our policies leaves one wondering what role anyone will play as each benchmark is made in this process. The term back pedalling and implementation slippage are terms that seems to occur.

Direction

Employees need direction with respect to the work they will be doing in the future.

Not knowing what they will do tomorrow causes stress and low moral.

Enforce Treasury Board and Measurement Canada policies and directives equitably.

Train managers in people skills. This would go a long way to improving the overall work unit.

To ensure a harmonious work unit, discourage and reprimand all types of harassment in the work unit.

Evaluate what is "really" going on.

everything is just soooooo slow.

feedback positif , encouragement , travaille d'équipe ,

find ways to improve morale

Have team meetings. Have group discussions. Regional meetings currently take place in mgrs. meetings that include regional staff. Our regional staff consists of specialists, myself (the Admin. support) and the Regional Director. For example, I am responsible for the procurement of a technical equipment program. Team meetings would benefit me in getting updates, giving updates, keep other regional members informed on our regional progress. In turn, this would add a feeling of value to our work, increase morale and increase appreciation to eachothers work. For me (as an admin person) I don't think technical details are important in these proposed team meetings. Just briefings or lets hear results or progress without the technical terminologies or jargon. Nothing more boaring than hearing words you don't comprehend. Lets have down-to-earth discussions where all can understand.

I believe that our office needs some down time together to relax and get things "back on line".

I would like to see more flexibility on the managers part with respect to weekly schedules. I would like a fully compressed schedule granted so that I could spen more time at home. Only certain individules in my office can get this type of schedule while others get rejected the minute they ask for it. Its totally unfair and bias, and should stop imediately.

I have never been told my role or responsibilities. There is no team spirit left in my immediate work unit. We are expected to achieve results within unreasonable time constraints and expected to work extra hour without compensation. These areas may be alieviated somewhat by a clear and HONEST definition of role and responsibilities and a reasonable compensation package.

I really do not know what actions can be taken to improve the moral of this district. There just seems to be a really low moral. I am a new employee here (I have only been working for the company for 6 months), so I don't know if the moral is low or if this is the way things are in this

office.

I am at the TI-4 level and 90% of my work has been privatized. I need some direction - but have been told it is coming.

Improve equity of job classifications both within the agency and in comparison to other branches of the department. Recognition should be comensurate with industry equivalents.

Improve the ration of staff to management. My ration is too high. Operations supervisors would be one solution to consider.

MC's concept of team spirit does not involve all the stakeholders of the organization. Senior management of the organization, by their actions, have fostered a toxic workplace. On several occassions the management of the organization have set out to promote the essence of teamwork, but unfortunately, they seem to slip back into their shell when confronted with input form staff which will entail further commitment.

Case in point would be the recent move towards competency based management. This exercise requires the complete commitment from senior management, but also needs buy-in from the working level employees.

The perception of MC senior management is one of CONTROL. They seem to have the perpency to gather knowledge and then keep it for themselves. A practice which they feel will enable them to keep and maintain the power. This concept of management has buried many a company/corporation. MC needs to have managers who are LEADERS not CONTROLLERS.

This problem though could be solved by an honest effort on the part of MC senior management to embark on a full scale training program for their entire management team. There are a number of excellent options available to the organization through CCMD, TLN, etc....

Until MC recognizes they have a real problem with lack of "People Skills" in their management team, the organization will never be able to truly overcome the toxicity of the workplace environment.

While the organization has made some strides to embrace Sector initiatives (directed primarily at staff) they have fallen short of the efforts required to ensure success.

If there is one message I would like to pass on to MC senior management it is, "Please recognize the management of the organization"

severely needs people skills training. No longer is it acceptable to solve people problems by uttering the words, "...all they need a is a swift kick in the ass..." The days of do as I say, not as I do are long gone and the organization will only continue to spiral downwards if they consider these types of opinions as petty. It is not all the wonderful programs the Sector offers which will solve the organization's problems or by saying, the issues are too complex, it is just simply LISTENING to staff and respecting their INDIVIDUAL thoughts and suggestions."

This of course is the path of MOST resistance and without a team committed to fixing the problems, it will be the path of LEAST resistance which is followed. I sincerely hope the organization chooses the correct path, knowing there are no easy fixes.

MC's Mandate or Mission/Vision/Goals is fictitious and fluid. [...] management are not at all interested in Fair Measure for all. Its seems to be increasing driven by international politics.

Also, If I knew what I was supposed to be doing, empowered to do it and rewarded for doing it that would be great. MC needs to sort out its role, empower and back its employees to do it (training and authority to do it) as well as respecting and rewarding hard work.

Measurement Canada needs leadership, initiative, communication and direction in regards to district staff and inspection programs. Other than disputes, complaints and alternative service delivery, Measurement Canada has no priorities, workplans or enforceable policies.

Measurement Canada should conduct (if not done yet) a "force field" analysis. Only then, will we as an organization be able to have everyone "rowing" in the same direction.

Myself and everyone I work with would like to know what's going on. Why are we hiring so many people when there is so little work to do now ??

Our primary workload is being overtaken by private companies as a result of the accreditation program. I feel that our future role and responsibilities, or alternate avenues of work relocation are not being satisfactorily addressed. There is an air of apprehension regarding this matter. I think that Measurement Canada should clearly outline their plan of action to ease any discomfort their employees may be experiencing who are affected by this situation.

Provide more in school training for new inspectors, UPON HIRING, so that we know what to expect when we're in the field.

Providing the employee with clear explanation of the Agency's direction. In the past when this has been attempted the direction of the agency has

been quite vague. The bottom line is what do our futures/careers hold for us in Measurement Canada.

Quit flip-flopping on priorities OR do not lie to us or sugar coat them...example..5years ago...you're out of the metershop..don't worry...you'll do installations.....2 years ago... sorry ...we're accrediting installations...don't worry...you'll be auditors.... this year... there is a suggestion that we allow third party auditor to do OUR audits....don't worry...TRUST US... unless you're in HQ you do not deserve to know anything.... this sure looks like another Consumer Products -like centralization at HQ and piss on the field....gee ...is [...] back

Set long-term goals and communicate them to all employees. In setting goals, consider employee input.

Take action on any complaint made by an employee for any concerns wether it be a small or big problem.

The problem here is that, MC regardless of its statements for public consumption has no clear idea of its direction. The primary identifiable cause of this, is weak leadership in the highest ranks of the organization. Ex. Groups such as the [...] grow by adding positions and new levels of management at the expense of shrinking Regional and District operations where vacant positions are left open for years at a time. For those beyond Ottawa, we see the same work plans put forth year after year while those in Ottawa claim we are moving forward into new areas. Ottawa may know where it is going but, for the rest of us, they aren't willing to share or haven't given us consideration or a role to play. In the end, this is simply same old, same old. Attempts like this have been tried in the past with much fanfare only to peter out and die. This is the norm and nothing short of new inspired leadership will change anything.

There is clear lack of respect for the knowledge/expertise/experience which the field staff brings to the table. MC MUST START RELYING ON THIS, FAR TO OFTEN, RECOMMENDATIONS AND ISSUE'S TO BE CONSIDERED ARE IGNORED, OR AT LEAST THAT IS THE PERCEPTION. THIS HAS A DETREMENTAL EFFECT ON THE ORGANIZATION AS A WHOLE.

Work together as a team, remembering that ALL the employees of Measurement Canada are here to ensure equity in trade OR Fair Measure for all. We must ensure that we are all employees of this agency and not fight each other (field operations VS headquarters) As a member of field operations I feel that I don't have the support of HQ in doing my job. It's WE and THEM attitude. It's got to change if we are to serve the public in a fair and impartial manner. Let's do it.

Work environment comments

Amélioré la qualité de l'air . température, lumière , bruit,

Continually address employee concerns with respect to work environment.

Discrimination is the only area of concern I have with the department. The department seems so focused on not being discriminatory that they are. People seem to be so busy ensuring that one is different from the expected norm. Even competitions are set up in a discriminatory way. Several have been for woman only. Something that I believe is against the Human right code!! I am left wondering where else this type of selection process will occur!

This department, the government in general goes to great length to make one feel an outsider. I am a multi generation Canadian male with even one relative that was a Father of Confederation. This is as much my country and government as any other.

Employees should be given all recommended equipment to carry out their respective jobs, without having to ask for them.

Flexible management.

Get rid of AIMS. We have a QMS and little attention is given to improving/abandoning AIMS. I have now spent in excess of 21hours attaching and reattaching files to this program over and over and over. The irony here is that, should an auditee claim a constant problem with a supplier, we expect them to go looking for an alternate supplier. On the other hand we have a planning program that is down regularly since its roll out and we (as an organization) are blind to its shortcomings.

I do not think that there is a need to establish a priority based on the above.

I feel that discrimination is a form of harassment and view them the same.

Mandatory harassment training for all staff.

Mandatory training for managers in conflict resolution.

The "attend if you wish" approach didn't work. The only staff the attended are the ones who live and believe in a harassment free workplace.

I have been repeatedly teased for asking for and wearing safety equipment.

improve air quality in our offices and run air 24/7 instead of turning off at night
those of us who like an early start deserve to have a suitable environment when we first arrive - not around noon

Make sure equal opportunities are provided for English employees. Put in bilingual requirements only where warranted.

MC needs to address the issues related to discrimination and harassment. While they have offered and delivered sessions on the harassment policy of IC (includes discrimination), not following-up or monitoring the behaviour of staff on a continuing basis, permits these very types of behaviour to flourish.

MC needs to learn it is not good enough to "talk the talk", you need to "walk the walk."

Senior management needs to make it perfectly clear harassment of ANY kind will NOT be permitted. This includes any form of sexual innuendo, racial comment, sexual orientation or any other type of comment/actions which are humiliating and/or alienating .

This could be achieved by acting quickly in situations such as these and not passing judgement on either party to any incident. Do not permit managers who have no or insufficient training in this area to attempt to resolve the issues.

Once problems have been identified they must be dealt with through means capable of ensuring the behaviour does not re-occur.

Further, MC must work to create an environment where employees are not fearful about coming forward with concerns. Trust is an integral part of a happy workplace and the scare tactics used by some managers do nothing but create larger crevices between staff and the organization. As a result, staff are satisfied with "going through the motions", not a bad gig in exchange for a paycheck. Unfortunately, that seems to be the way the organization wants it.

My work environment is not always the best. There is often a quite a bit of noise from other co-workers. My workspace is not ideal either. I have my back facing the entrance way and do not have a cubicle around my space. Therefore, anyone can walk right up behind me and see what I am doing at any time. I could be on the phone, and someone will stand behind me, listening to my conversation, waiting for me to get off the phone.

No change required

No Comment

Provide desktop computers for the office. Laptop computers were never meant to be used as desktop computers. I find laptop computers very

hard on the eyes after 10-15 minutes of use. For me this is a very important issue.

Regional Directors should not be negotiating what their respective regions should be able to acquire in terms of technical equipment. Needs vary from region to region. Technical equipment acquisition becomes an exercise in diplomatic negotiations (give and take) rather than addressing identified technical needs.

Replace obsolete inspection equipment (electricity meter inspection consoles).

Some of our equipment is outdated. ie For testing test boards.....radians can not handle all test points.

The workplace is not free from discrimination. I have lost promotional opportunities due to discrimination and been denied the opportunity to compete in competitions due to discrimination.

Improvement by removing all discrimination.

We must fight for every piece of equipment regardless of the health hazards encountered. It is like we are dispensable and disposable.

Solution - provide the appropriate aid required to do the job safely.

The discrimination comes from Administrative Secretaries who favor and get frustrated with certain coworkers. They use office power to pressure peer workers.

Thier has been a major shift within the organization the last few years, the budgets of upper management has increased substantially, at the expense of the operations sector. Distrcts/Regions are still expected to perform duties, however monies are not being made available to ensure we can continue to do this effectively.

Thoroughly investigate the legitimacy of complaints, and deal appropriately & swiftly to resolve those instances when circumstances are determined to be legitimate.

More importantly, impose strict & immediate measures against employees who falsely allege harrassment against fellow MC employees - make these employees accountable for the unecessary & lasting damage they cause by such false allegations.

To ensure the employees who utilize certain equipment most in their jobs (i.e. computers) have the top of the line, most efficient equipment to do their job effectively, with out having the computer time out or crash on them.

We have a Mission Statement. Let's life by it for discard it. One or the other.

Why do the people who cause all the trouble...get off...ie; work at home

and do nothing...maybe I should cause trouble...I could use a paid holiday

Communications comments

A communications plan is required. This applies to the Agency, and not just the work unit.

As I have said earlier, I am a new employee of Measurement Canada. I haven't really been told by my supervisor anything that regards my position. Companies are in the process of becoming accredited, and it worries me that when this does happen what will I be doing. I have brought this question up to my supervisor and he could not give me an answer. He only said that these companies have been given an extension on the accreditation, and I cannot expect them to be accredited anytime soon.

Communication at any level...what communication??

English Employees are not believed.

Generally, I am lost for an opinion or comment in this section. Don't know how to respond. Many initiatives dealt with by my supervisor are confidential and I am not at liberty to know what's going on. This atmosphere of (not knowing-yet hearing bits and pieces) leaves me in a state of uncertainty on how I should feel or react. I try to stay clear of problems and at the same time make a conscious effort not to be another problem for anyone.

Give me a break! Is the management of this organization so out of touch it doesn't recognize most of the issues listed above are a problem. For reference, see all previous surveys filled out on this very same subject. For the record, my last written appraisal was 4 years ago!

Have everyone on the same page. No 'secrets', just working together and sharing.

Headquarters staff, beginning at senior management level, appear to have little regard for field operations issues and concerns, especially when these conflict with HQ objectives or perceptions.

H.Q. managers and staff portray an inflated view of their value in relation to field operations staff in making Measurement Canada "work".

I feel our Regional office should take more of a leading role with certain policies and procedures. Especially related to financial aspects that are specific to our Region. There should be standardized procedures across the Region and specifically, more direction from the Region regarding certain tasks.

I have had to learn from my former clients (former because of accreditation) and by trial and error how the more complex devices function. I no longer have the client contact or relationship to keep up with the new devices being employed.

I believe that job feedback should be done more frequently than an annual review. This provides the employee with clear indications of how management views them and also allows for improvement or further training before the problems become grounded.

If I complain about anything, I am intimidated or threatened back into silence.

In spite of this being a key component of the Missions Visions statement, there is still a perception that it is just "talk."

Insecure HONEST and OPEN communication between headquarters and regions. This does not exist at the present. I could list cases but there is not enough room here and animosity would be lost. In this department the phrase "no good deed goes unpunished" is in full effect.

Solutions

- feedback started
 - complaints without prejudice
 - reliable information discrimination
 - viewpoint expression encouraged
-

It would be nice if regional directors would actually listen to the staff at the district level including decisions such as to whether the staff want to attend an "all staff meeting".

Mandatory staff meetings at pre-determined intervals.

Measurement Canada should establish a clear communications plan that includes regular updates by unit managers and regional managers.

More contact by Senior Managers would be a good thing.

Sufficient effort is often made by management to get the opinions and ideas of employees on issues that affect their job and workplace environment, but it is what they do with the information that is disturbing.

More often than not, programs/teams/committees etc, are created by Senior Management and cancelled or quickly ended before the work had been completed.

There is a great need to improve communications from headquarters to the regions and districts.

This goes back to my comments regarding a lack of respect. All too often decisions are made by upper management without the input from those who are affected, or those who can provide added value, thus there is

little "buy in" from Regions/districts. Communication is often from the bottom up, after the fact. We are always the last to know.

use some of the opinions expressed - not just collect them so you can say we had a chance to submit our opinion

We need managers that listen to the employees and treat them equally. Its getting old when you go to your manager and ask him for some perks that other employees have and instead get lied to and brushed off. Its very demoralizing and degrading when your manager lies to you and then tells a different story to other employees. This practice makes employees feel like nothing.

We are often asked our opions on matters which affect Measurement Canada and our ability to do our jobs effectively, but; it seems our opinions are often lost in the shuffle OR simply ignored.

What century are we in? Instant access. Instant communication. Yea, right not in the gouvernement. The only time my manager pays any attention to anything with a heartbeat is when that individual is totally out of control or irrate. Healthy Team communication is non-existent.

what...communicate with us mushrooms!!!! communication is one way...HQ's way...take a look at the input asked for by the Electricity Sector team.... only after the fact...and not the same for all regions...some regional managers had a focus group...some said..this is how it is

Leadership comments

Actually demonstrate that Upper Management has a plan, know's where their doing and what thier doing? At this point in time, there appears to be no clear direction. Our actions do not reflect the intent of our mission.

Alternate Service Delivery Definite implies we are definitely trying to get rid of you. We don't know what we want but its not you. - How do you think that makes us feel?

Another difficult area to comment on. My supervisor seems to try to deal with problem employees effectively and encourages good employer/employe realtions, however, I don't hear any feedback to know if he is effective.

Communicate long term objectives clearly - do not hide behind Sector Review - is the ship sinking? If so, say so! There is no shame in it.

Do not know what is required; however, trouble employees are not dealt with effectively and efficiently. This has casused GOOD employees to go somewhere else...

Due to the lack of specialized "people skills" training, my manager doesn't

deal effectively with problem employees.

More training is need for the managers to effectively perform their job as a "manager of the work unit".

easy to read information about Measurement Canada would be a good place to start

How can my manager set objectives in a department without objectives??

I have absolutely no understanding as to where Measurement Canada is headed over the next couple of years, especially the [...] section.

I feel that management, in general, currently and historically, does not deal with problem employees. I've spoken to many managers regarding this issue, and have been told that it is a long, arduous, stressful and time consuming exercise to officially write up problem employees. Often times, problem employees are removed from the work unit and given "special projects", sometimes receiving awards for these special projects, whereas, prior to and following the special project, their performance, attendance and attitude is poor. It is said throughout the department that if you want an opportunity or a "cushy" assignment, you have to become a problem employee. Often, I have suffered the brunt of an employee who does not perform their duties and have had to do extra work to make up for their inefficiencies. When someone isn't being part of the team, other employees and the work unit suffers.

I do not agree with Measurement Canada's mission, vision, values and strategic objectives, and feel strongly that my opinion means nothing. These decisions are made at the top and are going to be carried out regardless what the employees think.

I must say my supervisor does not understand this priority, at all. Command and conquer is their moto, unfortunately. Staff and their well-being are not part of my supervisors PERSONAL goals and objectives.

Again, management training in the area of people skills is a first step. For this though to be successful, it will mean follow-up surveys to ensure training of managers is having a positive effect. If not, senior management will have some serious decisions to make.....can they though, we hope!

It is still not clear what Measurement Canada will be doing in the future so it is difficult to conclude if the mandate will be more clearly fulfilled.

Live by our Mission Statement. It's not just a nice bunch of words decoratinig our office wall.

M.C. should be committing more resources to the electricity sector rather than trying to get out of this sector completely. Especially since the electricity sector is in turmoil due to deregulation and utility amalgamation.

management has to live the values expressed - we have yet to see much evidence of it

Measurement Canada needs to keep employees informed on the direction taken and any changes that have occurred.
Communicate to employees what is happening.

Measurement Canada needs managers that are down to earth. Ones that listen to employees and is fair with them. Once a manager loses respect it is very hard to get back.

My manager will ignore anyone who has a different view point than his. Yawning on his end of the phone is very discouraging.

Nobody has a clue about serving clients or excellence. If MC was in the private sector we'd be dead in a couple of months. No work ethic. No excellence. As for MC's mission, vision, values, - great but are we really standing for them? No. Our equipment is antiquated at best and totally dysfunctional at worst.

None of us seem to know what the big plan is. We keep being told how busy we will be but doing what, we are not told exactly.

Priorities could be stipulated in a more understandable form that would allow for the development of more meaningful workplans.

Provide the employees with a CLEAR and HONEST picture of where MC is going and what the strategic direction, or lack thereof, means to the employee. Management must adhere to the MVV if they want credibility, something they lack now at the field level. Provide a complete strategic direction including the "hidden agenda" so as employees may plan their careers appropriately.

See previous response wrt harassment.

Senior Management must provide clear objectives for MC before my manager can set realistic objectives. If senior management doesn't know where we are headed we will never get there!

Senior managers have tried to "manage" field staff through half-truths and evasive answers to direct questions about their plans for field operations. Senior management's credibility on issues around the future of field staff careers for staff outside of HQ is no longer even debated in the cafeteria. It is non-existent.

tell us the truth

The key word in the phrase above is "CLEAR". I and I believe the staff of Measurement Canada have yet to receive a clear understanding of where Measurement Canada is heading over the next few years or even the next year.

The strategic direction has to be better understood by all involved. This is tied in with the "force field" analysis.

The department is in a stage of experimentation. One that will not allow it to fill its role to the the Canadian public directly. It may however, allow it to say in the future, we tried, but here's where it failed!

There is a disconnection between the language we use to describe ourselves and what we do when compared to what we actually do. I fear politic influence and ideology dictate our evolution these days. The less direct involvement by government in the private sector, the better.

They announce what we won't be doing but not what we will be doing.

This relates to the first section remarks. I don't feel that Measurement Canada has advised their employees about their direction over the next few years. I find myself even asking if our organization will still be around in the future.

This section should focus on top three improvement priorities.
Item 1, Item 3, Item 9

Whose mandate?????

Values comments

Again treat employees fairly

As a former [...] Inspector in Ontario, I have not been to a single retirement party anyone in this field in the last 11 years. Why? Because they choose to leave the government. Why? Many reasons but, one is certainly the pay. Now, when the government sends its representative to the bargaining table to negotiate, the government rep. will deny having a problem with retention. In this last round of negotiations, the government decided to send a local manager who had lost all but, one of his [...] Inspectors and with an honest face denied any kind of retention problem. Hence, you see, we have indifferent management. You are just a number. Once one leaves, we'll simply replace them or maybe we won't. (see answer concerning District Vacancies)

Begin training of managers. They are for the most part, technical people elevated to the supervisory position without sufficient training in the HR field. It should be mandatory for entry into these positions to be synonymous with people skills training. Without it, the other issues raised in this section will never be addressed.

This organization has the potential to be great. Senior management must begin to recognize the key to success is the behaviour and commitment of their front line managers.

even slaves were considered employees and were valued... however, based on whose values

find ways to improve morale

Force field analysis is required. Introduce a change agent as soon as yesterday...

honesty/integrity - tell Measurement Canada's employees the departments direction and future.

respect - make policies which do not favour Measurement Canada clients.

fairness - competition process is useless.

recognition - recognize people who go above and beyond their job description, not the same people who get selected for special projects.

teamwork - upper management plays on a different team than field staff.

communication - always being told nothing is not communication.

learning - what is the status of Measurement Canada's technical training programs????

innovation and taking ownership/responsibility for our actions - is tough when nobody cares if you do or don't.

I am not clear on this point. Better communications would be my suggestion.

I do not know if my supervisor's actions are consistent with agency values as the values are not know. I do not know if my supervisor is responsible for his/her actions. I am not accountable for my supervisor's actions. There is no value in being a MC employee. There is no recognition for innovation, improvement or "a job well done". Remember NO GOOD DEED WILL GO UNPUNISHED.

I find that there is still alot of harassmt in the work unit.

Often times, colleagues disrespect, degrade and outcast other staff.

More training is need in the area of harassmt in the work unit.

I am completely frustrated in making suggestions for improvement.

There have been too many times that people are locked into a paradigm and can not envision a new, better way of doing things, and they ignore my suggestions or simply pay lip service to them.

Improved communications would most likely alleviate some of this concern - difficult to recognize work performance when communications

on such are poor.

Lets get these values sorted out then everybody will fall in line. We have an inconsistant group of workers b/c the values are inconsistant.

The Bible says "My people perish for lack of Vision"

meaningful recognition is non-existent
a good job is expected, and that's fine, however efforts above and beyond the call of duty are always noticed by peers but never by superiors.
no complaints to management means we must be doing a good job.
complaints to managers are the only things they take notice of

Measurement Canada does not have a close knit feel. My immediate work team is exceptional but I find it hard to relate to other employees of our organization, because of location factors, different systems of operation etc. Also, the public is hardly aware of who we are and what we do. I makes it hard to feel that you are valued.

My manager is fine. The issue is with senior managers at HQ, and clearly beyond the scope of my manager to influence. Frankly, sometimes I don't know how my manager copes. He has to deal with this pervasive attitude at HQ, while I can often ignore and just do my job within the contstraints coming out of Ottawa.

Recognize good managers (Acting Managers)

Somehow, Measurement Canada must convey "innovation" and its meaning throughout the organization.

Tell employees they are needed.
Inform employees about the results of the work they do and how it helps Measurement Canada.

There appears to be a large gap between the "field" and "headquarters" when it comes to values. The field staff feel they are the "poor cousins" when it comes to opportunities for advancement, job creation and the future of MC. Headquarters seems to be swelling at the expense of the regions. Work descriptions appear to be written to eliminate regional staff from competing. MC must demonstrate that we value all staff by providing a fair and equitable playing field. We all realize MC is changing the way we do things. Why not create more opportunities for staff in the field before they are all gone! How many staff have to leave for private industry before Senior Management realizes the value of their field staff!

This organization tends to paint certain individuals with the same brush and as a result individual positions or concerns or idea's are viewed with a certain bias which is unfair to the individual who is only trying to contribute to the organization in a positive way.

To make people accountable for their work or lack thereof. To set reasonable deadlines and , expectations and to have certain consequences (i.e. removing priviledges, etc.) when they are not met.

With no career development in 23 years I don't think I am valued. No one even remembers what my qualifications are.

Human resource management practices comments

Advancement seems to be on an individuals ability to write a competition. People skills appear to take a back seat.(also technical skills, on the job type of work)

As I have previously stated, Special assignments are often given to problem employees instead of employees who work hard and deserve a chance at something new and challenging. I find that in my job, due to the workload, and the skills specific to myself, impede any opportunities to take on extra assignments or developmental projects. For job promotions, I find the competition process does not necessarily result in the best person getting the job, as such things as past job performance and attendance is not considered. Also, if the job is technical, the candidate is not tested on such things as written and verbal communication skills, i.e. report writing, spelling, grammar and client service.

As soon as basic technical training is over, so is technical training, yet technology continues to literally explode with no update of technical training.

Career development? Where? This organization has strived to only isolate itself from the rest of the department. Our classification as TI's only serves to trap individuals in MC. Where other have moved to reclassify their inspection staff to CO positions and allow their employees some mobility plus a small raise, we have clung to the TI category. Career opportunities outside MC, zero!

I have not been offered any training outside my work place.

I have until accreditation worked alone. There was little contact with other employees - therefore no peer award relationships. I feel doing your best to satisfy your clients (former) and receiving remuneration is award enough.

The peer award program is not logical. You can only win once, so, eventually everyone will win if they remain long enough. The people who hve the most contacts win first.

I would select everything except "I am satisfied with the Agency's occupational safety and health programs."

Let me put it this way, if your not bi-lingual or a visible minority, good

luck!

Limited career development opportunities, but this item is very subjective. It could just be that what is available is not appealing...

Measurement Canada has already taken steps to improve the representation of equity groups.

For example the new Career Development opportunity for the Administrative staff from within the Agency.

Measurement Canada should look at the present competition process to allow for better selection of "qualified" personnel.

More training in staffing and values for Senior Management - and then walk the talk.

Most important SAFETY. We have had people dead as a direct result of working in this agency. Others have been maimed, seriously injured and/or contracted incurable ailments. All attributed to a lack of caring and training.

As for the other items in this section:

- there are no promotional opportunities especially if an opinion or complaint has been previously brought forward by the applicant.
 - there is no career development provided by the department
 - Staffing is a joke. A nice view would be appointment by competition.
- Solution - correct the above.

Most of the positions available are in Ottawa. For a person living elsewhere, those positions are out of their reach even though the job could be done from another location. Measurement Canada, Industry Canada, should make some of those positions available to people not located in Ottawa.

Our region seems to be one of the few

Pay levels in field operations have not changed, but new higher-paying jobs for HQ staff are constantly arising. Yes, some of these are resident, but often unrealistic or unjustifiable rationales are attached to the screening elements and other times they are filled by hand-picked appointees.

My feeling is that senior managers tag selected employees to "act" in positions until they are assured of having a competitive advantage, then are either "appointed", or by then have enough experience and knowledge to beat out any competitors.

Maybe it doesn't affect me directly, but it doesn't do much for morale in the field.

Promotions should be done on 365day merit. Working hard combined with doing well on some testing. Unfortunately the present system tests attributes no points to a organizer/hard worker. A lazy, undermotivated sloth with a good memory often gets promoted. Like I said earlier, this organization needs to operate more like private industry. The hard workers get promoted.

Remove unnecessary bilingual requirements. Remove prejudice against english employees

scheduled training programs

See previous comments.

Senior management should negotiate career development opportunities with other departments and agencies.

Start hiring basised on qualification and stop using discriminatory policies!! These people are competent in what they do and your policies make them into second class people. A woman who wins a compeition that is open to all, is the best person. A closed competition only produces the best individual in that group and not necessarily the best person.

Technical training should be done at the beginning of an employees employment.

the competition process has been a source of problems for years and nothing has changed my opinion of how it works - merit is not nearly as important as who you suck up to

There are definitely career opportunities available to me within Measurement Canada, and I look forward to taking each one of these opportunities given to me and using them in ways that would benefit both myself and the company.

Training programs have declined greatly over last 10 years. Management allowed the decline to happen because other issues took priority. Perception is that management believes technical training is not a priority because we are removing ourselves from active involvement in technical inspections

Training is very rare and is very poorly run. You are on the job doing the work before you receive the training on how to do that job. Its a backward system.

Training to do my job effectively is the most important objective in this section. At times, I feel that the communications is not there. ie., admin staff is not getting training to perform certain duties that all of a sudden appear to be part our duties. (accreditation inputting, MRS reports) Don't know.

Training comes at a very slow rate.....sometimes three years for Phase training.

What career development opportunities?

Additional thoughts

Communicate to employees and give them direction.

Direction

Does Senior Management place high value on "integrity", or is it simply a nice buzzword? True integrity inspires integrity.

Employee input seems to be disregarded. It is gathered, but ignored, is, was and ever shall be, I suspect.

Keep asking for feedback. I'll keep giving it, it will keep being ignored.

...third base...

Encourager le travail d'équipe et le feedback positif afin de valoriser les employés .

Good communications is the key.

Grossly underpaid. Can make more money in the private sector and am currently in the process of leaving Measurement Canada. Where was MC in the last contract negotiations ??:?

I also would like to comment on the relations between H.Q. and the districts/regions.

I believe more interaction is need between H.Q. and the districts/regions and the [...] members need to visit outside the H.Q area much more often than they currently do. This would open the door to improved communication between H.Q and the staff at the district and regional levels. This would encouraging a good working relationship between the different work units.

Thank you for the opportunity to express my opinions on OUR work environment.

I have been offered position outside of MC for \$10,000-\$20,000 more. I have stayed mostly b/c of the flexibility. The variety of work I do makes the job interesting. Unfortunately, the political foolishness is often demotivating and stressfull. Often I feel that my hard work is not appreciated. I worked at a clients location the other week, they told how good of a job I was doing and how fast I was working. It stuck me as very odd as MC does not notice creativeness, progressive thinking, high

ideals, quick working, quick thinking, organization etc.

I have difficulty believing that all comments including those made in the first six section will ever make senior management. There is no reliable or honest communication between headquarters and field staff - is disallowed and punishable. The agency's agenda including any hidden agenda should be made available to staff to allow for career planning and integration into the private sector. Renumeration should be increased. Senor management should take responsibility for past transgressions and renumerate injured workers unconditionally and the families of deceased unconditionally. All safety issues must be addressed. All recognition fair and timely. Promotional opportunities provided fairly and without prejudice. Now it appears that if a person complains against management or voices an opinion contrary to management position it begins a personal venditta which lasts for that person's career. This is the only employer that I have worked for whose aim is to do anything possible to get rid of employees, stifle innovation and turn a blind eye to workplace carnage. Remember NO GOOD DEED GOES UNPUNISHED.

I cannot stress this enough.....WE NEED TRAINING!!!!

I am really ambivalent about my future and the future of this department. Lots of my qualified (and mobile) field operations peers have left in search of better opportunities. Senior management doesn't seem to have noticed there's unhappy people out here.

I have seen over the past few years, the destruction of the Department of Weights and Measures, a department with a long and distinguished history of service to the Canadian people. The agency which has replaced Weights and Measures hasn't to date done a suitable job of enforcing the Weights and Measures legislation adequately. Maybe the future will be brighter. Let's hope.

I have said enough!!

It would be nice to know where your supervisor is from day to day and to communicate to you information which may affect you. Also, I would like senior management to cooperate with other departments/agencies to identify career development opportunities.

Just walk the talk.... were are not stupid.... our regional director does his best but HQ is running the show and I don't mean the office of the [...]. Maybe if [...] would have some level of field experience...real field experience, or at least ASK and LISTEN to those who do...we would have a more effective agency. How much field experience in W&M and especially E&G is there in the areas where the policies and decisions on our work really are made... the [...] of [...] couldn't get away from us fast enough...not so easy being in the trenches

I do appreciate [...] letting us give our opinions

Lets get some clear direction for the future and get to doing what the tax payers hired us for. Privatization has done nothing for the tax payers with the exception of costing them more money per unit of inspection that they previously paid. In case anyone has noticed I do see anyone knocking the door down to become field accredited.

Thx

Measurement Canada is in great need of alignning ALL of its divisions with its strategic direction. our clients have voiced this again and again, and yet we are where we were 4 years ago.

This "misalignment" has led to very low morale at the "working" levels.

Also, the people need to hear "where we really are going" and what they will be doing.

The organization has been good to me; however, I also deal with and hear people at lower levels. The message that these people are conveying should get to the higher levels in MC.

Message to senior management: Carry on, you are doing a good job. In spite of the disfunctional nature of this organization and its inadequacies, I have learned to work by its rules. Don't kid yourselves, you maybe good managers but, terrible leaders. Slowly, the idea of serving the public good has been driven out of me and a sense of this just being a job like any other has set in. I'm also tired of filling out these surveys. Are you so out of touch, you need a survey to tell you what is going on?

See previous comments

Senior Management needs to take a close look at their approach for implementing change and team work.

A more participative management style would be useful in a lot of situations: lead by example. Also, give managers the appropriate tools to really manage...

What I hear in the field is that people do not know where we are going. Senior Management needs to implement a better strategy to communicate to all field staff what is that they will be doing. We should not be affraid of telling people openly that their jobs will not be the same. It is a complex situation.

As an organization we have done poorly when implementing team work and change. Do we get a second chance???

Surveys are nice.

Demonstrated action addressing results of employee surveys are better

There is a clear perception, and I use the word "perception" because I'm being nice, that Senior Management values the Industries viewpoint over their own people in all cases. We always have to justify our position (which is fine) however the Industry never seems to have to justify their position first and foremost. They bring something to the table, without just cause, or information to support it, yet we are willing to simply accept it, because it sounds reasonable.

Also, there is a clear perception that upper management is more concerned with getting their bonuses than ensuring decisions are the right one's.

This is based on our own district only. Employees should be treated based on how well they do their jobs and less on how long they have been with the organization. Employees get away with a lot when they know that the people "under" them are fairly new. Managers should take quick action as to getting something done about "problem employees" in the workplace that may be affecting people personally.

Training budget should be distributed evenly among staff and rather than allocating to oneself or to their favourite person.

Manager should use personnel from within the organization when possible to provide training to new staff as well as additional outside sources

Promotional consideration should open to all personnel and not restricted to bilingual personnel or unique skilled individual

Extra training budget for, like university, college, company's time, etc. should be open to all staff and not left at the mercy of individual manager or to favorite person or allowed in one department and not others

Managers should be looking for quality of work performed rather than looking for numbers of units done, and should be given reasonable time to do work, and not be expecting output from theoretical point of view

Persons put in Manager's position should have people oriented skills.

Manager should use their position wisely rather than authoritative or belittle individual

treat us like the professionals we are and pay us accordingly

Treat employees favorably. If there is a perk that one employee gets the others should get it too. Favoritism is demoralizing and is just plain rude. Once the employees are treated equally and fairly then a lot of the organizational problems will be solved

Unilingual employees need career development possibilities. Everyone does not need to be bilingual to provide bilingual services. Translation services can be used more effectively.

Some review of employees qualifications and skills should be completed because the turn over in management means employees are only known for what they have been doing - nothing is known of what else they might do.

While my responses are somewhat critical of the organization and its leadership, I commend the organization for taking the step to survey staff. My comments should be seen as constructive in providing some possible direction to MC senior management in trying to resolve the issues at hand.

With future surveys of this kind, please make it possible to exit the site and return at a later time to complete. This may jeopardize completion rates as it is very annoying knowing you cannot get back. This style is not respectful of staff and the demands on their work time.

Prairies

Job satisfaction comments

Action has already begun with the implementation of the competency profiles. these are a great step in the right direction.

Classification system of the TI's is unfair

Clearly define the immediate future of the role of MC Employees

Communicate to staff the direction of the agency , how we are going to get there and the timeframe involved.

Ensure that pay scales are reflective of duties and responsibilities.

Have more group conferences so everyone can meet and talk face to face.

I would like to see more opportunities for staff to pursue projects during office hours as long as they have banked over-time to do this. For example, if a staff member wanted to take a University course available only during the day time that staff member would bank over-time during the months before the start of the class and would then be able to take the course at its scheduled time. Learning is very important part of achieving work / life balance and more support should be given to staff who are willing to pay for and take classes on their own time.

I do not think we have the necessary checks and balance in place to ensure Fair Measure for All . To ensure the small players are protected . I think we need to have adequate independent marketplace monitoring. I do not think our present resources, partnered with the accreditation process will provide for adequate protection . The small players seem to have no voice in the TSR process this will be especially true in the W&M market sector.

In some areas I believe there has to be more direction from Management or delegation by management in areas that pertains to everyone in the Distirt.

When everyone does their own thing (which can be a good thing - employee empowerment), which is nice that everyone knows their job and can do their own scheduling and implementing and the like but in some areas which involves everyone, we must work as a team and sometimes that doesn't seem to come about.

Maintain open and honest communications. Good team spirit is achieved when all the players know the results of their work contributes to the overall success of the team and each member is uniquely valued for their roles.

Make the demands more realistic.

MC should implement a plan for the future that includes resources. It seems field staff are being used for several acting position at HQ thus leaving resource shortages in the field for the remaining staff to make up.

More opportunities to work on special projects, assist in other areas of Measurement Canada that do not necessarily fall under your current job description.

Workload within a district/Regions/HQ could be better distributed to ensure that everyone is kept busy, while others are struggling to keep up with their workloads.

Team spirit is a vital key to the success of a person's role, productivity and effectiveness as such. This has lasting effects, good and bad on projects and tasks that an individual may be working on. When team spirit/moral starts to falter, or worse becomes a trend as such, solutions should be identified, implemented and monitored

Team building sessions and seminars for the most part do not work. If it is inherent in a person's character to work independently, or with a lack of interest in others or their work, or, indeed, if an individual is mean-spirited or impolite, training cannot rectify the problem. It seems ludicrous that adults need to be reminded to treat their colleagues with respect and consideration. In theory, as evident during the MVV exercise, people agree this is important, but, in practice, they behave otherwise. I truly do not know how, or if, situations like this can be rectified.

There seems to be no future in Measurement Canada. Most of the duties are being given away to infidels. They are not ready or capable of being ready for an initial inspection but now are able to do them by themselves. THIS IS NOT BETTER THAN THE WAY IT WAS!!!

Try to balance the work loads through out the year, rather than continually scrambling to meet all objectives in the 4th quarter and leaving staff over worked and under ridiculous deadlines.

We should look at a systematic way to rotate people through a variety of jobs to maintain interest and keep them at their peak. After 5 to 6 years people will plateau if they are in the same position.

What role will an inspector have with regards to accreditation.

Work environment comments

answer...Opportunities should be spread evenly among co-workers and not given to a select few individuals.

Discrimination and, to a lesser extent, harassment is so subtle as to not be readily apparent to many employees. This is a dangerous situation. In simple terms, some employees, even hard-working, conscientious individuals, are not well-liked by management and are not treated as equitably, or as courteously, as some of their colleagues. Negative comments about certain individuals made by managers and employees alike are eventually repeated throughout the region -- this has an extremely negative effect on team spirit.

Employment equity discriminates against males. ABC is only for natives therefore it discriminates against non natives.

I find many of our process are unduly delayed due to translation hold ups.

I am very satisfied with my work environment and any adjustment made by Measurement Canada would be fine tuning.

I do not know if we have enough equipment, but sometimes it is not available in my location. Because of scheduling issues, it is in the lab to be certified or being sent out for repaired when I need it.

I'm tired of reading e-mails on womens rights and issues when the everyday common white working male takes a sh** kicking.

Improve the process to aquire the proper tools in a timely manner.

Many non bi-lingual staff run into the bi-lingual imparitive ceiling which is basically discrimination based on not being from Montreal or Ottawa

Measurement Canada would be hard pressed to correct this situation, awareness is the key. However, it is up to individuals to come forward, to Management is these situations are occurring.

Noise, air quality & temperature require improvements. Peers need to respect an open office environment and air quality needs to be improved by better filtration, fresh air intake and temperature control (reduction of fluctuations)

Some equipment could be upgraded and improved on.

More of the paper forms we have to fill out could be put on computer.

This is a difficult section to choose because I see evidence of each one of these objectives in my work place. Since I feel compelled to choose one

I would like to see a continued effort to free our workplace of all levels of harassment . Some people like to play on a fine line. Most people won't report unless the harassment is extremely serious.

Work alone policy at our labs must be followed by management. The policy is poor as it is and must be redone to meet the intention of the existing requirements

Communications comments

Annual or bi-annual reviews

Any views expressed which do not follow "the party line" are considered to indicate a negative attitude to the agency.

Communicate to all employees where we are as a organization and where we plan to go and how we see ourselves getting there.

Everyone is allowed to express their opinions, it doesn't mean they are taken seriously. Often they are disregarded, just to keep the peace.

Headquarters needs to communicate the strategic direction a little more clearly.

I would like to be provided with more reference material, manuals and training for my job.

Information should be shared more freely when available.

It still seems that our clients get important information sooner than the field staff. This should not occur and a communications plan should be implemented that contains service standards or time lines.

Stop discounting suggestions.

Sufficient effort is made by management to get the opinions and ideas of employees on issues that affect their job and workplace environment
The question should be Does anyone act on these .

The understanding seems to be that if you receive no feedback from your supervisor, consider that to mean that you are doing a satisfactory job. Even during a formal evaluation session, positive feedback is kept to a minimum.

With all the information we receive, sometimes the important stuff gets lost in the non-important stuff ie. e-mail. Sort the important stuff out from the rest.

Leadership comments

A clearer understanding of where we are headed is necessary.

At this point there is very little evidence to support that the strategic direction will allow us to do a better job of fulfilling the mandate. I have seen evidence that our strategic direction has been detrimental to the mandate. The strategic direction is one of the reasons inspection

resources have been redirected and/or reduced and this has lowered compliance which adversely effects the mandate. The only success has been in E&G where inspectors have been removed from meter shops and compliance rates for these devices are still high (I think). When will the strategic direction show that equity in trade is improving?

Clearly define options for employees and what their job duties are to be in the future.

I don't believe the organization itself can rectify a "personality" or "character" problem. Some managers are better than others at exercising fairness and objectiveness. Two employees who are equally problematic are not necessarily disciplined or handled in the same manner. It's totally dependant on how well he or she is liked.

I think, reasuring employees the job is always going to be there, even if there is change.

I would like to see a booklet or pamphlet outlining in easy-to-understand language what direction Measurment Canada is heading towards over the next few years.

I do not think we have the necessary checks and balance in place to ensure Fair Measure for All . To ensure the small players are protected . I think we need to have adequate independent marketplace monitoring. I do not think our present resources, partnered with the accreditation process will provide for adaquate protection . The small players seem to have no voice in the TSR process this will be especially true in the W&M market sector.

Manager should have more input into work projects.

Many clients have a negative view of what MC is doing. It is hard to justify the stratigic direction when it fell 6 yrs behind in the first three years

MC can provide evidence of progress to show how our new direction has allowed us to better fulfill our mandate.

Nothing, the government is allways flip flopping.

Often takes the easy way out rather than ruffle any feathers. Gives in to easily, whatever they want they get., or they just take it. He tries to be fair but some take advantage of the situation.

Set one "standard" for both activites. Ie W&M vs E&G. ie W&M accreditation clients are supposed to have a MC product audit 4 times a year, vs only once for E&G clients.

Trade sector review does not allow for this. No examples of the directions that trade sector reviews may follow have been provided. Someone

should have an overall plan for the direction and role of MC.

We constantly rate low on dealing with problem employees. We may have to look at being more visably aggressive with problem employees (retual fireings?)

Values comments

A valued employee is a good employee.

Everyone is treated equally. There is rarely recognition given to individuals doing a very good job.

having a wage increace that dosen't even bring us up to the cost of living goes a long way to tell us our value when others get double digit pay raises, including our uper management

I feels good to be recognized for a job done well. Continued emphasis should be placed on recognizing effort and outcome.

Management does not like anyone thinking "outside of the box". There is only a certain area in which suggestions are accepted

Measurement Canada on the whole can do little to correct this other then trying to encourage more positive feedback to employees, often feel like you are taken for granted, the "other related duties as assigned" portion of your job description often sometimes far exceed your regular duties.

Measurement Canada can impress upon managment the importance of innovative thinking.

People are not recognized for getting their regular job done effectively. People selected for projects or special assignments are recognized. This is an unfair to the people who work hard at their regular jobs.

Human resource management practices comments

A little less bias would be beneficial.

Although I enjoy my job I do wish that there were more varieties of opportunities.

answer...Opportunities should be spread evenly among co-workers and not given to a select few individuals.

By encouraging equity groups they discriminate against me.

Ensure all employees are trained to do their jobs effectively.

Many open positions in Industry Canada have been re-classified as bilingual imperitive. This effectively slams the doors closed, in terms of internal movement within different divisions through competitions for these positions. This is especially frustrating in regions where second

language skills are rarely required. There are known instances in competitions where an employee failed the competency test, but was hired on the basis of bilingual qualifications.

I do not take issue with the hiring of bilingual employees, but I ask that Industry Canada take assessment of the recruitment of solely bilingual employees.

Consider how many employees it would require in a division with bilingual qualifications, related to the frequency that such skills are needed in that region.

I do not think that language skills should outweigh competencies.

It also serves to show current employees that language skills act as a glass ceiling, preventing career expansion, and removing the opportunity for growth within Industry Canada. This is a painful blow in districts where a second language is rarely - if ever - used in the office.

More opportunities to share in workload, special projects to further develop in your career.

People who would do the job PROPERLY are regularly passed over for positions for those in favour of who will follow "orders". Experience and education NEVER play a role in who gets promoted.

Promotions need some work. Should be based on merit.

Some of the training that I received has not been as complete as it could have been. Measurement Canada could provide follow-up training for programs that were incomplete at the time of training.

Specialized training on numerous topics is required to keep pace with technological advancements in measurement. Various courses need to be developed and delivered. Courses need to be augmented with field training.

The Agency's Reward and Recognition Program is administered fairly. There should be no monetary rewards. There are not enough resources available to ensure adequate levels of training are maintained.

The promotion of staff throughout MC is based on job competition. Some people have become very proficient at these competitions but may not be the person who should be promoted. HQ jobs are limited to people who are willing to move to Ottawa which should not be the case.

Additional thoughts

Auditee Evaluations should not include items such as emotional stability, self-confidence, appropriate appearance or conduct, good outward impression, calmness, persistence, strong character, honesty, reliability, curiosity, alertness, and should not ask for opinion on whether conversations were irrelevant or not. These are judgements based on

non objective evidence. It would be a better plan to properly train employees to ask relevant questions and to behave professionally during audits.

I am quite satisfied with my work environment. My overall concerns include clearer communications regarding the direction Measurement Canada is taking in the future. Also, I would like to see an improvement in the delivery of training. In terms of training I would like to see smaller groups, a complete training program, and more training provided locally.

Thank you for the opportunity to provide feedback.

I believe the QMS is a step in the right direction and should be promoted throughout the Agency asap.

MC staff are paid less than comparable positions in other branches of IC. Why?

Measurement Canada is a good employer, and deals with a lot of the same problems you see in other departments. How they choose to deal with stepping out of the norm is strictly up to them, flexibility may be the best thing to consider in the future.

Senior management need to get to each district, especially lab personnel, Engineering, and PDD staff.

Treat the activities of W&M and E&G equally.

We once had a good understanding and control over the Canadian marketplace as far as trade measurement went by doing regular inspections and traveling throughout the country showing a concerned informed presence. This exceptional record has been whittled away and given away and now most people don't know what is going on from day to day. If only the Canadian people realized that the revenues of so called accredited companies are being decided not on if a device has a problem but on how much profit do we need to make this quarter. In the past on initial inspections these so called accredited companies would need to be told what was required and in most cases how to achieve what was required before a device would come close to be verified. I know they have been schooled on inspection procedures and tested sometimes tested many times in order to just get a pass grade!! This is all forgotten immediately after the fact and go back to the good old days ways. We need billings so find something wrong and bill them for it. Whether it needs it or not!! If it is hard to repair or if you are in a hurry it will BE CLOSE ENOUGH as Measurement Canada is out of the inspection business and no one will check up on this device!!!

Why are accreditation audits solely scheduled at the client's convenience.

We should schedule audits based on the availability of the auditors. The fact that we don't causes great stress and unpaid overtime, when multiple audits are performed at one time.

Pacific

Job satisfaction comments

Better communication and consultation with workers on MC's changing role.

Create "Peer Evaluations" so that each employee has the opportunity to comment on their coworkers with anonymity. Similar to the 360° Feedback, all comments would be compiled per employee and presented to them. We are often unable to express our issues for fear of reprisal.

Guidelines for taking such kind of flexibility.

Increase Staffing

My job requires me to be away from home many weeks a year. I miss being able to care for my family and often incur extra child care expenses and/or repair expenses. Until I have been away from home for more than 40 nights (this doesn't include training), there is no compensation for this captive time. I feel Meas. Can. could do more to compensate or alleviate the stress of being away from home.

Provide consistent, comprehensive and timely directives to address the continual changes would be the most important thing that MC could do for its people.

Provide all employees with equal access to opportunities and future advancement. Promote a more caring workplace, one that recognizes employees for who they are and not what they are.

Spend less time monitoring projects, AIMS is an example of a time capturing system that takes time away from other demands. Stop changing the requirements for accreditation, stay with an accreditation standard for a reasonable length of time.

We are driven more by HQ needs and initiatives than by local needs. This change from the past has at times interfered with the ability to function as efficiently.

With the changing nature of our organization in terms of our push towards accrediting private firms to do some of our work I begin to wonder how far this will go and what will be the nature of my job in a few years

Work environment comments

Employees should have the option to assess the environment first before they carry out their duties.

Ensure that inspectors have up-to-date, certified test equipment required to do their job at all times (e.g. certifiable test boards, high quality measurement tools, certified CTs, etc.)

MC must do a much better job of its dial-up computer network, computer support, and web page design.

Ensure that PWGS provide adequate funding to improve HVAC and sound reduction

Improve temperature controls and poor lighting. Provide access to fitness facilities on site. This will make for more productive, happier and healthier employees. It is a well known fact that fit employees use far less sick days than unfit employees.

Moving heavy weights in the PG and Kelowna cal bays would be easier with a fork lift but then space, fork lift training and forklift maintenance requirements make this step more difficult and complicated.

Need more French language training. In order to save some trees and ink, not everything should be printed in both official languages if the work site is totally English or French.

The temperature controls and air conditioning are awful. A bit more pressure needs to be placed on PWGSC to correct these problems once and for all.

Communications comments

Decisions made by Headquarters need more involvement from the Districts.

Decisions made by Headquarters should be made with more input from the Regions.

HQ needs to be more sensitive and responsive to the needs and concerns of the regions. HQ staff needs to meet, discuss and consult issues with regional staff.

I still see situations where one region handles a situation in one way while another treats it differently - which does not follow our policy on uniform application of practices nation wide.

Perhaps if we could actually use our Intranet capability to communicate between regions and openly discuss how we mutually handle situations we could openly explore how we could deal collectively to solve problems or normal situations in a like manner.

Perhaps a "How to do it" site with problem solving insights would work!

On Changes that could affect their job securities.

Provide more opportunities such as this to allow for feedback from the regions. Especially before making changes to programs and services.

Senior management at HQ must make a much better effort to develop 2-way communication with the regions. At present, the only communication seems to be e-mail directives from HQ to the regions. We never see these people, and decisions seem to be made without any evidence of prior consultation with people at the inspector level.

The feeling in the field generally is 'The farther you are from Ottawa, the less you count or need to know in a timely manner'.

While I couch this as a feeling, it is borne out by discussion papers that arrive one or two days before deadline or arrive as a 'done deal'. The levels of disassociation with the inspection details are so extreme that sometimes one wonders if the suggestions/directives/policies actually came from Measurement Canada.

Leadership comments

Accreditation for initial factory inspections is fine but I don't agree that accreditation should include enforcement inspections for W&M devices. We still have the staff and ability to perform these inspections for ourself. To allow another third party the authority to verify a device already used in trade is inviting a potential conflict of interest.

The W&M accreditation mandate should keep in mind that these devices are inspected on there on individual merit and not on a sampled lot such as E&G type devices. Accreditation in my opinion does not lend itself to W&M in situ device inspections.

I do however support the initiative to the best of my ability.

Although I support Measurement Canada's Strategic Directions and have a knowledge of where we are going, I am not sure where our current employees will stand or what our job discriptions are like when that time comes. The Question is Will there even be a Department called Measurement Canada? Measurement Canada may want to address this issue by providing more information on an ongoing basis relating to where Measurement Canada Stands when the strateic directions are implemented so feedbacks from each region can be achieved.

Be honest.

I don't think Measurement Canada really knows where we are headed. EG. Trade Sector Reviews are going to determine the direction.

I think dealing away regulatory requirements to satisfy Trade deals, to rationalize to global economies or to meet the needs of other nations manufacturing concerns will in no way help Canadians. Our government is taking the 'We know best' stance with the electorate.

It appears that Electricity and Gas is viewed as being a waste of Measurement Canada resources.

Why are we so anxious to step out of Electricity and Gas ?

MC has to develop a clear understanding of where it is going. It is not clear that anyone knows.

Provide up- to- date information, i.e. via Divisional managers, about Departmental strategic directions, objectives and values in clear and concise language to all staff on a regular basis.

The [...] and [...] need to focus more on protecting the vulnerable parties during trade transactions and focus less on serving the interests of the industry it is supposed to regulate.

To know how the programs will affect our jobs.

We are a regulatory agency charged with ensuring measuring devices used in our economy are accurate and are used properly. An honest fair economy is the government's paypack for spending the money necessary to monitor the market place.

The amount of money spent now or in the past is miniscule compared to the benefit of having a fair, honest and trustworthy marketplace.

When you turn over the monitoring of the marketplace's measuring devices to the same people that make a profit off those devices and then use the E & G model of " assuming without question that you can then trust those organizations that are accredited " you are naive in the extreme if you don't naturally realize that there will be abuses and outright tampering with the system to favour business.

If we must go this way we MUST also have teeth - a fully functioning monitoring system able to revoke accreditations and FINE the offenders - because without such safeguards up front and visible to stakeholders - prosecuting offenders will be too costly and ultimately we will piecemeal see the erosion of our present fair and honest market system.

Values comments

Agency's / Sector's values must communicate well to all the colleagues.

Employees are taking on responsibilities for which they are not monetarily compensated.

I am recognized only if I do something that is noticed by Ottawa.

Day to day good work is rarely acknowledged because it is assumed that we get paid for that and why should it get recognized.

Peer awards only deal with the bright lights, overachievers or those who ingratiate themselves with their superiors by praising ideas that have no merit but are followed through with simply because no one had the guts to truthfully say what a stupid idea it really was.

When day to day good work and persistent adherence to excellent work habits are recognized, people then feel valued. Seeing the same bright people rewarded over and over simply tells others that their contributions to the actual mundane day to day work load is not valued.

Innovation and creativity are not encouraged in this bureaucratic setting. This is an area that needs lots of work.

When employees take on extra responsibilities, pay them at the appropriate level.

Human resource management practices comments

Being in a regional office a lot of the half day or full day courses that are offered elsewhere we never see or are given the opportunity to attend because of cost or operational requirements.

Trying to access HR offerings now on the web is frustrating because of recurrent firewalls and thus forbidden access.

I intend to be more vocal and demanding in my desire to improve my access to and receipt of more training options that are advertised more opening and distributed more evenly.

Create more special learning projects that are accessible to all levels of employees. Provide more opportunities for growth and development, ie. secondments, assignments, along interest levels as well as based on experience levels

Formal training is lacking although my manager makes every effort to request it. A more regular annual schedule for national and other training should be implemented. Example: make sure a Phase three is held before a phase four to allow for quicker progression in training. Local and on the job training is excellent in my district.

GET THE NATIONAL TECHNICAL TRAINING PROGRAM UP AND RUNNING!
We are rapidly losing expertise and the ability to fulfil our mandate

because there is very little technical training available, what is available is delivered too late, and the technical training I have had was not delivered competently. The specialist is rarely available, so we are left to figure out procedures and work practices for ourselves. There are some jobs I will not do, and my manager won't ask me to do, until I receive adequate technical training to cover the safety aspects. Our mandate is not being fulfilled in some areas because there is no-one with the training to do the work.

Hopefully that is true!

Needs to be completely reworked!

Pay employees for acting assignments.

The National Technical Training Program has been not fully offered for all W&M and E&G subjects for some time. It is being worked on but has taken too long.

Training programs such as NTP are outdated and not held often enough. A commitment is needed to revamp the training and hold it on a regular basis.

Additional thoughts

I enjoy my job but find being in a regional office with extensive travel limits my ability to take training and presently firewalls restrict training access through online training services - which I hope can be rectified.

MC is a regulatory agency and a watchdog on our economy.

I feel senior management is too willing to allow business a trusted role in this process without also letting business know that they must earn their place in the future scenario by consistent monitored trustworthy practices.

I feel we must let business know that we will continue to watchdog our economy and we will use new methods - including FINES to hit them where it will hurt and will force them to listen - to ensure that we don't just turn control over to the private sector and pretend that we are in control when in fact business is then in the driver's seat.

Meas. Can. needs to improve the Technical Training provided, eg: NTP.

Open up access to HQ jobs to employees from all the regions, at all levels. Ask employees what they would like to be doing for the organization and then help them realize their ambitions.

Pay employees at the appropriate level when they take on extra

responsibilities, trade sector reviews etc..

The services provided my human resources in regards to overtime is poor. Although travel claims are processed in a resonable time (2 weeks) Payment for overtime worked is often delayed over 30 days. They also seem to question overtime even though the local manager has already approved it.

There is no ongoing technical training given, to keep pace with technological advances.

This type of forum is too easily traceable to the author and I am not comfortable in stating true opinion. This answer sheet is too yes, no; the working world, environment, relationships are not black and white as your survey would indicate. Some issues need to be qualified in more detail.

Headquarters laboratories

Job satisfaction comments

Actually roles and responsibilities are clearly defined, however, performance measures are not clearly defined.

Better training for those in management positions, with respect to management skills. Also in the area of ethics and people skills.

More training oppourtunities for staff. Clear paths and chances for advancement as senior staff retires.

Improve information flow and reduce compartmentalization of various units, more contact with other people within MC.

More emphasis on quality, not quantity of work.

Dealing with team spirit also implies nuturing the Human spirit and by its very nature becomes a huge topic albeit an extremely important one. So here, in my mind is at least a start.

The work environment is toxic. Knowledge sharing appears to be a foreign concept. Knowledge and information is seen as something to horde for a bizarre type of control and power. Also. people are afraid to speak there minds for fear of repercussions from a from an overly controlling sometimes coercive management style (mainly due to a lack of training I think). This, to be fair, is not necessarily the case throughout the organization but is very apparent in certain sections. This affects the human spirit and ultimately affects teamwork .

Communication among peers/working group/organization appears to be one of the main barriers to reaching a collegial team based work environment. I suggest action be taken in the provision of communication training for the entire organization, and strongly suggest leadership and management training for those with supervisory roles. [...] is a good bet.

Define people's roles more clearly . Improve managers people skills / encourage development of teams , with more autonomy and less control . Micro-management and control seems to be a major problem / barrier in fostering a collegial work enviroment .

Hire managers with management skills.
Stop hireihg personnel who have n't any ambition in working in our enviroment

improve communications, have regular focus days

It is hard to get team spirit when you know that ASD is in the making.

Managers should clearly communicate the roles and responsibilities of each section and eliminate redundancy by eliminating overlapping roles and responsibilities. The organization appears to pass the ball much too often.

MC must provide a clear career path for laboratory staff, there is a lot of lip service on this subject and not enough career training opportunities.

Reduce both micromanagement and blatant favouritism.

Structure the environment so that people are brought to work together towards a common goal. Allow people to get involved in a joint project. Ensure people have an objective to strive for so that they do not feel stagnant in the position that they hold.

- Supervisor (surveiller) de plus près les employés pour leur assiduité et la qualité de leur travail. - Instauration d'un système d'assurance qualité à tous les secteurs d'activités de Mesures Canada

Team spirit and moral is low due to bad employer/employee relations.

There is little action required. Management should ensure that "delegated" work is done equitably. The day to work of others should not be loaded on the same people time after time.

To improve the role description of each employee, Measurement Canada should have a session describing the roles of each section within Measurement Canada: What does the Innovative Services section do? What does the Program Development section do? What is the difference between Approval and Calibration lab? I have found that not that many people in the organization know what others do.

Work environment comments

Aucune, Mesures Canada est un très bon département en général.

Better planning with respect to equipment life cycles.

Better training in use of equipment to encourage safe and proper practices, and longevity of equipment. More cross training into related fields.

More liberal policies with regard to safety equipment, such as shoes, protective clothing and gloves.
Attempting to save money in one area tends to result in extra costs elsewhere.

Communication between employer/employee could be improved.

Having a safety representative for the building (and identifying this person as the safety representative) would be a great asset, considering it does

have laboratory environements.

Health and safety on paper is very nice but when it comes to put it into prattice the cost is a major factor if it gets done or not.

It's not only the obvious discriminatory practices (race , gender , ligustic profile) but the sense of lack of oppportunity for advancement , for certain groups of individuals . Serious moral problems based on the lack of purpose and vision which keeps people in a continuous state of un-certainty .

Management needs diversity training.

managers need people training

Provide more career development opportunities, do not discriminate against staff regarding training and deployments.

see page one

The work environment is toxic. To lead to possible actions that MC could take I will first offer a definition.

A toxic work environment is - a place where people come to work so they can make enough money so they can leave it- It has nothing to do with the physical environment or sick building syndrome. It has everything to do with the lack of "committing" to what is important to for the wholeness and well being of employees. It is a workplace filled with people who are not truly alive because the organization itself is not truly alive. The lack of life is often very difficult to detect because it is driven by fear.

The employees of MC spend a great deal of their lives here, at work. In some sections, (not all) I feel it is fair to say they come here for the pay check, just to fill that basic need for survival. Just come to work and park your humanity at the door and you will get your pay check.

Actions: some pieces of the puzzle.

1) We "all" need to feel part of a strong purpose and shared vision for the organization (purpose leads to motivation) Now, I feel there is no clear vision (certainly not shared) and people have lost the sense of purpose. The uncertainty has led to fear.

2)Mangement must nuture an environment in which employees can work without corrosive fear or anxiety. -Train the managers of this that bullying, micro-mangement and un-warranted control is not acceptable. Lead by example and employees will respond in kind (re-kindel trust)

(note: In some of the the sections within MC people have been promoted to management positions based solely on technical competencies. Where are the People skills?)

Update technology.

When equipment is needed to fulfill an existing requirement, its purchase should not be delayed year after year because of a perceived possibility that the requirement might eventually be ASD'd.

Communications comments

All of the sections are separated not only physically but also emotionally from one another. Eg. informatics are locked up in there on little section of the building, just as engineering are in their section, and the same for the labs and everyone else.

Aucune amélioration a cette question.

Better training for managers.

Better information flow.

Clear, understandable policies free of doublespeak.

Employees are always on edge. Manager does not compromise. Complaints are dealt with his way which means a no-win situation for employees. Does not follow the values laid out by MC.

First off I think it is great that MC is doing this survey. Excellent first step in improving communications. Thank you! Please show us signs that it is being followed up on.

I do feel communication is an issue in this organization and as sited earlier communication training would be beneficial for the entire organization.

I do bring complaints/problems to the attention of my supervisor/manager but not without prejudice. I know others in my section are afraid of and avoid doing so because they have experienced trauma in the past. I am convinced that more training in people skills for supervisors/managers would yield better results for everyone.

Follow up on communication problems within a unit and create a positive means of rectifying the problem. Aditonal meetings may be required or material handling and communication methods may have to be modified to correct the problem.

Documentation of work and communication procedures need to be documented immediately to ensure that everyone is following the same method in order to achieve a harmonious method of work that would be the same throughout the organisation regardless of region.

Hire Managers with management skills

Provide timely positive feedback as well as negative.

regular meetings, more feedback, more info passed on

Seeing that the work required is constantly changing due to short term projects, long term projects, normal work, etc... feedback on a more regular basis would be appreciated. 6 month performance review as opposed to yearly?

The organization could afford to involve employees in more decision making processes, canvass employees for their input into MCs goals, objectives and programs. The organization still seems to be built on a hierarchy. Senior management could afford to be more interactive with all employees. When was the last time we ever saw our senior manager or any other manager visit the labs and ask how you are doing and how things are going?

We don't have a communication protocol .

When one section plans to implement systems or changes that affect another group's workload or resources, they should consult that group at the planning stage, rather than waiting to see when the affected group discovers what's been done to them.

Leadership comments

Better training for managers. Stressing their rights and responsibilities as a manager.

I am of the opinion that my understanding of where MC is headed is clear. I disagree with "where" we are heading.

I'm sorry but I do not get a sense that good employer/employee relations is any where near the top of my supervisor/managers agenda. Command and control is the order of this and every other day. Action: Once again management training should be of high importance.

On Mission, Vision and Values: From my perspective although well meaning, are words on a plack in the board room and in a section of the Intranet site. The words are wonderful and if brought to action may result in improved communications and understanding and shared purpose. The trouble is that many employees have just been left out. Action: Include everyone in the future of this potentially great organization.

Il semble être difficile d'avoir un niveau de production acceptable de certains employés. Les gestionnaires semblent réticent à employer des moyens plus coercitifs autres que de simple avertissement verbale.

Less favouritism and empire building would be a good start.

How can I "promote Measurement Canada's strategic direction to others including our clients" when there's no apparent record of what that is? I just burned of an hour (of my own time) going through the e-mails and

the website and intranet site, and all I found were some notes in the summary of the business plan listing 3 strategies, 1 objective, and a reference to an undefined strategic direction (apparently we're going to evaluate our progress in achieving it). In that vein, I couldn't "Totally Disagree" with the assertion that "I have a clear understanding of where Measurement Canada is heading over the next few years"; although I don't know what the strategic directions might be, one occasionally feels the handbasket scraping against the Good Intentions. To be fair to our website designers, part of that hour was actually spent trying to find reference to our Mission, Vision and Values, our Mandate, and those elusive strategic objectives. I was doing that because I'd heard about them some years ago, and before saying I supported them it seemed only responsible to get a reminder of what they are. I'm glad I did; I know we've got a copy of the MVV safely bolted to a wall somewhere, but I didn't know that we had an official credo too.

manager / supervisor people training

My particular manager often forgets to do things he says he will do. I think that it is due to the NUMBER of things he has to do. I see that his workload is too big.

Supervisor/Manager does not trust his staff. Does not inform us of his whereabouts. Keeps employees on edge/stressed. Never encourages or compliments personnel on a job well done. Everything has to be done his way. Not flexible.

This is one area where my manager could sure improve on. Moral suffers because of a few bad apples in the barrel. Overall performance is affected because poor performers influence others in the work place and consequently productivity falls. Managers need more managerial training in their jobs on HOW TO MANAGE in every respect of the word.

We are unclear of our destiny with Measurement Canada.

We seem to be marking time until we are SDOed, great for moral

Values comments

aucune idées

Better oppourtunities for advancement and training, equal treatment for all work units.

By ending the practice of routinely screening out whole sections from all competitions within the Branch, even when those sections are threatenned with being ASD'd.

Constant talk of getting out of the work we presently do makes me question wether or not the knowledge and expertise that can only be

developed by actually doing the work is valued or is it just regarded as "anyone can do it".

Du point de vue de la santé et de la sécurité, les gestionnaires veulent être imputable au minimum. Ils essaient de transférer ces responsabilités à d'autres autant que possible.

Ensure that the Mission, Vision Values become living documents. Ensure that decisions are based on the values. Ensure everyone is given a chance to be included in the mission/purpose - not just the chosen few (open up training and opportunity to everyone)
Ensure consistency by adopting a 'systems approach' based on MC's mission vision and values.

I've said it all on page 1 & 3

Make the laboratory personnel feel valued, the levels do not reflect the expertise of the senior examiners. Do not imply that we are over paid.

Management actions/decisions should be fair, transparent and consistent.

Manager's need to get out of their offices more often and realize that they cannot manage their divisions from their computers. They need to be more interactive with their employees and listen to them. I think there are employees eager to offer suggestions for improvement if managers would only encourage them, not ignore them and be sure to offer feedback on any suggestions.

Not so much encouraged, but making suggestions is very much appreciated. The "encourage" part could be better.

rewards program

Supervisor/manager does not motivate his staff. Does not respect or trust his staff.

The shared values of Measurement Canada may be my values also, but I feel others in Measurement Canada do not act as if these are their values. This seems to be my biggest complaint.

Human resource management practices comments

Always too slow.

Assignments are not encouraged because of the fear of losing skilled employees.

By ending the practice of routinely screening out whole sections from all competitions within the Branch, even when those sections are threatened with being ASD'd.

Is it really necessary for all managers to be engineers, rather than, say,

people who have actually had 10, 15, or 20 years experience with the work to be managed?

Career development yes. Career mobility No. Remains to be seen but there is very little opportunity to move in this organization even after developing new skill sets. A shame really. If MC does not look into careers of employees in more depth it will be placed in a very awkward position over the next few years due to the rapidly changing demographics. Action: I suggest totally re-examining career issues/priorities for employees at MC. Hard task when even as an SOA we don't have a HR group that is primarily dedicated to this.

engineers have built top down empires with no room for TI's to move

Health and safety is important to my manager, but this does not reflect the opinion of other managers in Measurement Canada.

je trouve qu'au gouvernement certaines personnes non productives ont des promotions.

More emphasis should be placed on training that is required to do the job and not necessarily on the training that is presently or has always been provided. The present training is outdated. Training from outside the agency needs to be provided in order to bring employees up to speed on the new technologies as well as new testing methods and equipment that is available to do the job more effectively.

provide the opportunities to the employment equity groups to administrative positions i.e. technical co-ordinator, program officer.

Reduce the roadblocks designed to screen out certain groups.

Screening out or appointing only certain people in acting positions is unfair.

There is "no" career path for the work I do. Two decades of being screened from positions. Demotion happens quicker than promotion.

There seems to be a set policy of not promoting from within, especially in the labs. We seem to be automatically screened out, with no consideration for past work experience. There also seems to be a sense of leaving someone where they are because it would be more difficult to staff that current position than it would be to ignore the person already doing the job with a periodic slap on the wrist to try to keep unmotivated and demoralizing employees in line.

This is a farce if I have ever seen one. This agency does not know the meaning of merit and should be slapped on the wrists for abusing the merit system. This, as well as the process to staff positions need to be scrutinized and cleaned up. I think because we are on the brink of no return (i.e. of abusing the merit system) that courses, information

sessions, etc. on this subject would not help institute a fair and equitable merit system. Perhaps staffing and promotions should be umpired by an independant third party.

Additional thoughts

-communication sucks between the TI's and supervisors & managers
-requests for team building exercises such as regualr focus days are laughed off
-requests for outside training are denied, reduced or rationed
-travel and training requests anr

I would like to thank senior management for this opportunity. It is a positive step towards bringing some of the really pressing issues to the surface. All that I have mentioned in this Survey should be taken to be 100% constructive and is based on my experience and observations. Much can be done to improve the working environment of Measurement Canada and I feel senior Management has made some effort to change things for the better. I have tried not to generalize because many of the real problems are isolated in certain groups/sections. This should help to target and prioritize efforts. I think by putting people first the whole organization will benefit.

In all the number of years I have been here rarely do we see engineers come in the lab to see what is going on or to find out what technical changes have been made or if new equipment would be required to perform our work better.
Only when we complain about getting new software do we find out it was available if we had asked for it.
Health and safety is just a paper exercise for some managers. The cost is the determining factor if it gets done or not.

It is my honest belief that decision making done within MC is an area of work that greatly needs improvement. Most if not all decisions are made by a small circle of persons. The decision making process requires an overhaul or else there will be more alienated employees.

Je pourrais dire qu'en général notre département est très bien. La seule chose que je n'aime pas c'est de voir certains employés tourner en rond, faire aucune production pendant la journée.

Managers should get yearly training in management.

MC should encourage the education of employees and mobility in Industry Canada.

More team oriented work rather than individualized work should be focused on.

Transfer of knowledge from senior to junior members on an on-going

basis.

In- house training program to be set-up and initiated for present or future employees.(This would make a great team oriented project which could be recognized by the agency and participants could be rewarded with a monetary gift since an internal training program would benefit all employees greatly and save a great deal of money to the agency since there would be decreased need to travel outside of the workplace to receive training plus the training would truly be oriented towards the skills and knowledge needed to accomplish the tasks at hand and would make the integration of new employees much easier, quicker, and more efficient.)

Promote managers to get out of their offices and from behind their computers and interact more with their employees and get involved. LISTEN to them. Provide feedback to their concerns and/or suggestions. Involve all levels of employees more in the organization's goals and objectives and as well as how to improve their own workplace. Promote team building so employees feel they are contributing to the agency's objectives. This would also improve moral. Make them feel like they are contributing to the betterment of not only their workplace but of their future. More emphasis is required in developing employee's career paths. Employees as I see it are too compartmentalized in their respective specialized areas. There is still very limited horizontal movement with regards to career development in the agency and even more restrictive for any vertical movement.

We need a full time person to do and be the Human Resource dept . here at MC . All we have now are administators who do some HR work part time and then when they are told to by management (usually at the last moment , because of some deadline imposed by the departement) . HR programs are seen as an after thought if at all , development programs for managers seems to be non-existant and this policy of you have to be an engineer first in order to be a manager here is total B.S.

Headquarters, divisions other than laboratories

Job satisfaction comments

Afin d'établir et maintenir un esprit d'équipe, la direction doit prendre des décisions positives, rechercher des solutions gagnante-gagnante pour les parties impliqués et qui n'abaissera pas le moral dans une organisation.

Allow for more flexible work hours, ie: 10 to 6 or even 11 to 7 depending on the employee's personal home situation, health, etc. Also allow for employees to work from home. Because of security concerns I am not able to access the programs I need from home and therefore must work from the office.

- be held fully accountable to its Mission, Vision, and Values by an external authority
- curtail manager and employee self-serving hidden agendas and end-runs

Better work and resources planning strategies.

Engager le personnel nécessaire

Ensure all SMC members are on the same page. RDs should more closely monitor the effect SPECIALIST ARE HAVING ON CLIENTS. IF MC EMPLOYEES ARE NOT ON THE SAME PAGE, IMAGINE WHAT THIS CAN DO TO THE CLIENT.

Ensure that one person's responsibilities are not placed on the shoulders of others. The inactivity of some dead wood in the organization negatively impacts others and affects morale.

Establish clear priorities, objectives, deliverables and deadlines.

First let me tell you that I work in the [...]. I feel it is important that this information be given to ensure that, if most of then questionnaires return 'Satisfied ' overall, there is no guessing as to where in MC this response came from. I'm really concerned for our division in the last 12 months. Unrealistic demands (which potentially means not enough staff) create a stressful environment. Many of us work their break-times in order to catch up to the work - even 2-3 lunch-times per week. I know first hand that many of us have verbally expressed our concerns during meetings - even during the more 'official' yearly personal evaluations. Although we are assured our comments are noted, nothing is ever done of these concerns and they have always managed to slip through the cracks. One can't always comply with all requests or suggestions from their staff, but there should at least be some kind of tool or process that would provide

for feedback. Follow-up meetings for concerns expressed during prior meetings almost never take place - where we know it is common practice within other MC offices, districts and divisions, etc. Furthermore, there should at least exist quarterly meetings to discuss and re-evaluate concerns expressed during personal evaluations - otherwise you need to wait a full year to make an 'official' comment or feedback on the year gone by. In our case, the previous year's item(s) stated on the evaluation(s) are compounded, since they have not been appropriately addressed. Things are getting out of control. Thus the 'Totally disagree' given to 'There is good team spirit in our work unit' above. We talk as a unit, in or out of meetings, but those decision making individuals seem to hear a different talk, even when we all know there is certainly no room for mis-interpretation.

I am not here for a job but rather a career. Sometimes I feel that I am not being utilized to my full potential in MC. I have to take care of this myself to create my own challenges. I do not want to be treated as just a cog in the machine. We managers seem primarily concerned with production and program issues. Are we really engaged and equipped?

Il y a de plus en plus de travail et la haute gestion ne veut pas combler les postes vides ou créer de nouveaux postes pour alléger la tâche. Ce qui fait que les employé(e)s qui travaillent bien se retrouvent dans une situation où ils n'ont jamais de répis et où tout est déjà "en retard". Ce qui ne laisse pas l'impression d'un accomplissement lorsqu'un projet est complété mais plutôt donne l'effet de "j'en ai fini qu'un! je n'arrive plus"

A titre d'exemple, dans ma section, la charge de travail ne cesse d'augmenter, mais il n'y a que 25% du personnel par rapport à 10 ans passé.

On s'attend à ce qu'une personne fasse le travail de 4!! Ce n'est pas très réaliste et ça épuise les gens.

Measurement Canada needs to look at all the responsibilities and tasks assigned to various directorates because in some cases the FTE resource level is not sufficient for the demands being made on certain directorates.

Most Measurement Canada managers have been very supportive of the work options being offered to employees such as compressed hours, self-funded leave, teleworking, etc. For those managers that discourage these options, senior management should encourage these managers to allow their employees more flexibility, as happier employees are more productive employees. In our area, we do have management support, I've observed other areas that do not.

Re-evaluate departments current direction and initiatives as they relate to

and support the mandate.

Suggest supervisor attend human relation courses.

Supervisor could speak his mind instead of employees guessing the final objective of different demands.

The senior management comitee should ensure that people who get promoted to acting positions are there on their own merits. The senior management comitee should vote on candidates filling acting assignments that are not part of a competitive process. This way, a suitable person may be selected. It's not comforting to see someone be promoted through favortism. It's very difficult on team morale.

Voir le rôle et les responsabilités (étape par étape) avec les personnes concernées à savoir si c'est bien compris.

With the implementation of MCs strategic direction, the roles and responsibilities of each employee could be changing; especially with the implementation of Trade sector review. It will important that each employee in the future be flexible and appropriately trained for new types of work that may be expected of the organization. As such, the agency must ensure to keep the lines of communication open to all employees to ensure that they can react or adapt as necessary.

Work environment comments

Area of work could be warmer during winter season.

Would prefer self-standing furniture in office. Any body who has preference to wanting self standing furniture should be provided that opportunity, within limits of costs.

Better provision of office space. I work in a small, windowless office susceptible to many interruptions, while there is a room with windows that is kept for files, and is RARELY used. This room on the second floor, could be put to better use and provide a closed, windowed, office for three people.

Communication is difficult because a person reporting to me is seated in a different section.

Work could be more productive and communication could be better enhanced if this problem was solved.

But I am in an acting position so I will need to wait and see if I am the eventual succesfull candidate.

Discrimination on the basis of age and 2nd language capability in terms of lessened opportunities is perceived.

Emphasize that harassment will not be tolerated, this is also applicable to employees being harassed or intimidated by co-workers.

être sensible au besoin des autres, de les traiter de manière équitable

HQ-Others

It's mostly warm in my office. Too warm 24 degrees celcius. Should be 20.

I am next to someone who is always speaking too loudly. It's disturbing, I have approached that person, and management is aware, but nothing has been done about it. I am not the only one who feels this way. It takes its toll. Once or twice I have had to take leave away from the office because of it.

Secondly, our group is mostly bilingual, except for one person (who refuses to go to french training) we are always forced to have meetings in English and all group emails must be in English. It's tiring to have to continually adjust to this person. If french (only) people are in the room, we are still expected to speak in english.

La température est trop froide lorsque le système d'air conditionné est activé. Mon bureau est mal situé comparativement au système de chauffage.

La quantité d'air semble inadéquate ainsi que la qualité semble douteuse.

Il y a de la discrimination.

Je sais de deux cas: un basé sur l'âge de l'individu (qui était soit disant "trop jeune" pour accéder à un poste" malgré qu'il avait eu le meilleur résultat écrit de l'examen pour le poste; et l'autre basé sur le non respect de la langue principale de l'individu. Dans le deuxième cas, l'anglais est la quatrième (?) langue de l'individu et le responsable du poste n'a pas retenu sa candidature par ce que son "anglais n'était pas assez bon".

Dans le passé, plusieurs individus chez Mesures Canada ont été placés dans des postes bilingues qui, lors de leur sélection, étaient unilingues anglais. Ces gens ont eu leur poste et ont eu droit à des cours de français.

L'individu en question aurait pu être embauché sous condition de suivre un cours d'anglais.

Compte tenu du nombre limité d'anglophones qui parlent français VS le nombre accru de francophones qui parlent anglais, tout se passe en anglais, même si la majorité de gens impliqués sont francophones.

Les projets sont toujours pressants et dans la majorité des cas, il faut discuter avec les membres de notre équipe de travail, faire faire une traduction prend du temps que nous n'avons pas, alors encore une fois, tout se fait en anglais.

Le problème ci-haut est un de temps. Si plus de temps était disponible

pour chaque projet, des copies traduites pourraient être distribuées avant discussion, mais la discussion aurait quand-même lieu en anglais faute de se faire comprendre.

No comment

organize information sessions on new computer hardware and software that is available

Provide me with an office instead of an open cubicle. This would eliminate most of the outside noise I now get from co-workers in the hallway and the neighbouring cubicles. Space is also pretty crowded with not enough room for the equipment I need. Can barely turn around in the space provided for filing.

S'assurer que chacun, chacune possède un bureau fermé afin de connaître un côté privé à certaine occasion.

- the organization's managers should deal more effectively with employees who behave in a disrespectful or unprofessional way towards other fellow employees (verbally or by e-mail) when conflict or disagreements arise (regardless of whether or not these

The variance in temperature is affecting the work of many individuals. We spent millions to renovate our building only to find out we have no control of the temperature within our suite or office space. It seems to be on an 'All or nothing' setup. It's either too hot or too cold, although the thermostat seems to indicate the appropriate temperature. If we bump it up by 1 degree, it shoots up to 25 C. If we bring it down by 1 degree, it goes down to 19 C. Otherwise, I'm thankful for the office space, setup and equipment - job well done.

Une meilleur re-division des postes de travail et/ou nouveau locaux

Would like to see the quality of air checked. Heating system doesn't seem to work very well. It can be very noisy in neighbouring offices. Space is great.

Communications comments

Actually listening to, not just receiving views of employees.

An entire culture change is required as MC is a complete failure with respect to communications. A review and investigation by an external authority is urgently necessary.

Districts and regions should encourage monthly or quarterly updates to MC staff on local, regional and national initiatives of interest to staff.

Encourage better communication between Measurement Canada and Industry Canada at 235 Queen St. Quite often we are not told about new procedures or practices initiated by 235 Queen until months after

they have been in effect. Kind of hard to do your job that way.

I believe my supervisor does not wish me to express my views openly. However, if I have a problem I can bring it to his attention without prejudice.

I have very good communication with my colleagues.

Possibly one area of improvement should be that management have high communications' skills.

Il y a un début de communication entre la haute direction et les employé(e)s. Il y a de l'amélioration à ce sujet. Le travail est bien amorcé.

La direction donne l'information mais n'implique pas les employés dans le processus de décision.

La transparence accrue la confiance -

A titre d'exemple, les employés pourraient être invités à être présents, bien que muets, lors de réunions de la haute gestion.

Les commentaires écrits pourraient donc être recueillis et discutés au début de la réunion subséquente.

La direction doit accroître sa croyance et sa volonté envers les idées et opinions des employés

Mesures Canada n'y peut rien. Ce sont les employés à même la division qui manquent un peu de communications.

Mobilize and empower employees through continuous communication and dialogue up down and across the organization. Would rather see more frequent short staff meetings to keep in touch rather than infrequent multi-day ones. Teleconference is fine for those who are not local.

More division staff meetings

My manager has difficulty keeping us informed due to his workload.

Sometimes a region will take initiative that is contrary to current policies that they have agreed to. This behaviour must be discouraged.

There is only good 'one way' communication so far within our work unit - from the bottom up and peer to peer. If we can fix this to a good 'two way' communication, I'm certain most of the others above will fall in. I'm hopeful that the new CS-4 will be competent in that area...

I gave a 'Totally Agree' to the 'As far as I can tell, there is good communication between headquarters and the regions.' I interpret that to mean between HQ in general and the regions. But if it meant HQ /Informatics and the regions, I'd bump it down to 'Mostly Agree'. Some

users have expressed that the service is great, but the communication of what's coming up, such as announcements of major updates or upgrades are given on a short notice. Then they take a lot of time to happen.

We should look to improve communications between work units. How? Dunno.

Whenever a concern is addressed. If it's not considered a mainstream idea, there's a lack of open-mindedness about the whole situation. Manager of my section is way too subjective. The culture is follow the leader or shut up and be ignored. Management training required.

Leadership comments

1. re-evaluate Strategic Direction.
2. How are objectives being supported NOW during transition?

Clearly communicate the vision of where Measurement Canada is heading to the employees as well as provide indications of how they could fit into Measurement Canada's future.

I think Measurement Canada's priorities tend to change over the course of one or two years. Where Measurement Canada is heading over the next few years can be derailed by Industry Canada or the Federal Government in general, and a status report to employees, for example at mid-year would help to clarify what has been done to date and where Measurement Canada is at. If the time frames change, because of higher priorities, this message should also be delivered.

In terms of leadership, MC is a failure. A complete culture change is required. Review and investigation by an external authority is urgently necessary. There is widespread duplicity and a lack of trust within the organization.

Is the Strategic Direction the one dated 1991 or something? or is there a more recent one?

I don't know the objectives of the unit.

Lumping together of Policy and Process is not healthy. While I support the general direction we have set, I have some real difficulties in buying into the process and the associated timelines.

Management needs to deal in a timely manner with problem/difficult employees including those who don't work their full hours, don't work hard, procrastinate or keep morale low. Management needs to recognize that they share the responsibility for below-par performance. They should be held accountable for giving honest feedback and performance evaluations. If an employee is not performing well, tell them at the forefront....before disciplinary action is required.

Mesures Canada envoie régulièrement de la documentation à tous les employés mais ce n'est pas réellement pris au sérieux. Je ne suis pas du tout sûre où notre orientation stratégique nous amènera dans les années à venir.

No skills in this area whatsoever. More interpersonal management skills required.

Qu'arrive-t'il lorsque de plus en plus de situations réelles nous démontrent que certains services ne peuvent être rendus sans occasionner une perte financière?

Est-ce que c'est réaliste de croire que l'industrie privée va accepter une perte monétaire au nom d'un essai robuste et complet afin de protéger le consommateur (qui pour eux est invisible, muet et sans importance)?

Que faire en tant qu'employé lorsque la direction stratégique semble incompatible avec le but premier de la protection du consommateur ?

Un des endroits problèmes est le temps requis et la complexité de l'équipement d'inspection qui rendent les inspections non rentables pour le secteur privé.

Mesures Canada pourrait prêter les inspecteurs et l'équipement directe d'inspection et laisser le secteur privé déboursier les frais généraux (local, administration, véhicules, etc.)

Les inspecteurs se rapportant toujours à Mesures Canada pourraient donc faire part de toute non-conformité à la méthode d'inspection.

S'assurer que les demandes des gestionnaires soient claires, précises et comprises. Voir à ce que chacun et chacune comprend les objectifs.

The current practice is to tolerate problem employees due to the "system" . Managers require the support and authority to take action.

We managers must have the tools, training, flexibility and will needed to deal with problem employees.

When you tell people that you'll be doing something, such as a new project or deal with staff relations, it shouldn't take years to accomplish. Especially when it affects the work unit or sub-units as a whole. In the end, our clients are the ones that are affected. A great deal of us are very service and client oriented - we obviously wouldn't be in the informatics business if we weren't - so when the the clients get adversely affected, for us, it compounds the problem even more.

I may be at fault for only giving a 'Mostly Agree' instead of 'Totally Agree' for 'I have a clear understanding of where Measurement Canada is heading over the next few years.'. I'm so busy at doing what I do that I don't take the time to chat with staff in other divisions or read all of the E-Mails from other divisions as they come through. So don't get me

wrong, its not because the info or meetings are not there, I just haven't had the time to attend them or haven't heard of them via our supervisor/manager, etc. I have faith that [...] is doing a great job, and is leading MC in the right direction.

When advising on new strategies or initiatives, explain why there are being done and not only how. For example, why are we accrediting the private sector to provide services previously done by MC? What will be the outcome of no longer providing these services (i.e., job losses, etc.)?

Values comments

A small number of my colleagues actions are not consistent with values of the Agency. Unprofessional behaviour needs to be discouraged.

Dans la division où je travaille, il n'existe aucun problème à ce niveau.

I feel our supervisor/manager delegates way too much, where such decisions or analysis of suggestions for improvement are mostly taken by the employee, as encouraged by the supervisor/manager, which in turn ends up being the employee's responsibility. Then when the sh__ hits the fan (and it does so often) the employee is to blame for the action.

It goes back to say that we're already short-handed and we've got enough of the job at hand to do, so when we take on their delegated responsibilities, we're left wondering what is the supervisor/manager really doing in the meantime. If we knew they were working on solving issues or concerns raised during meetings or personal evaluations, we would be more willing to comply, but we know that's not the case. I'm glad to be given the responsibilities, as it shows they have faith in our abilities, but it's a two way street...

I like radical change. This requires thinking outside the box. Just do it.

If we make suggestions, they are often not followed through or recognized.

- in general, the organization's managers need to deal more effectively employees who do not comply with the values of respect and fairness when dealing with other fellow employees either within or outside their immediate area of work.

It would be nice to have more personal contact with my supervisor and colleagues in HQ as I am in a different location and only see them once a year. More trips to HQ to be included in their training sessions or even for my supervisor to come here would be appreciated.

MC is a failure with respect to leadership. Its mission, vision, and values are largely a facade. They are not respected by management. Examples of violations occur daily. A review and investigation by an external

authority is necessary. A system that holds MC fully accountable to its mission, vision, and values must be implemented. Duplicitous practices and discrimination must end.

Most of the merit awards I see are people doing their jobs. Its funny you never hear about those that will take their own time to improve their skills with night courses or those who are willing to delay their lunch time, skip breaks, stay after work and weekends to meet deadlines.

One comment. While my manager takes responsibility for his/her actions, there are a number of managers in the organization who do not. Managers should be made more accountable for what goes on in their particular organization.

Set "corporate values" as opposed to inflicting personal values on individuals. For example, does MC value measurement accuracy at all costs or the pursuit of alternate service delivery while balancing the risks and pusuing an acceptable level of measurement inaccuracy in order to fully enforce the mandate. Some of this is implied but not explicitly stated. This causes problems between the "meter nazis" and "sell the farm" types.

Some employees do the minimum amount of work that they are required to do in their job. Others always ensure that they are doing the very best that they can. What therefore happens is that the hard working employee are usually asked to do more. While being asked to participate in new initiatives and projects can be very rewarding, it also places a lot more stress on the employees who have been called upon, because these extra demands and requests are usually over and above their regular duties.

I think that if hard working employees are being asked to participate in other initiatives (usually by their managers or senior managers), (which is a sign of recognition for past performances), then Measurement Canada (managers) should then try to even out the workload of day-to-day responsibilities/tasks and ensure that those who are not quite so "hard working", pick up the slack.

To gain employees trust, senior management needs to meet its deadlines and keep its promises. Their deadlines and promises have become meaningless.

Voir point 1.

Human resource management practices comments

Except for the occasional corporate E-Mail delivery pertaining to career development, I am totally unaware of the career development opportunities available and/or related to me - certainly not within our organization.

I have to add that many of my peers have quite a lot to offer. It's sad to see valued, ethical, hard-working individuals not in a supervisory/managerial position. For all of us in Informatics, the timing is not right for this questionnaire. It should have been done when [...] was still there and definitely during [...] acting period. My answers reflect the last 12 months. For us, it would be very wise and beneficial to do this again 3 months from now to evaluate the new CS-4. The overall organization would benefit from it also, even if it's done only within our group.

I have seen the number of small rewards increase the last few years. This is a good thing, however, we must ensure that we do not water down the positive message of the reward by giving out too many. A few rewards with meaning have more value than many rewards without purpose.

I believe that after providing the training there should be a mechanism to provide feedback as to whether the employee is doing his/her job effectively. If they are not then additional training should be provided or that person should be removed from the position depending on the severity of the problem.

I believe the agency should hire the best candidates and not discriminate on gender or racial identities. Fair employment for all.

I would like to see Measurement Canada provide mentoring opportunities to employees, (possibly a year or more prior to a position being posted). In many cases managers know when certain employees will be retiring, for example.

Or, as an alternative, that staffing boards place the same or more "weight" (emphasis) on past work performance as opposed to the theoretical.

I'm not sure how this situation can be improved. In the regions there seems to be a lot of good old boys and cronyism when it comes to promotions. Merit doesn't seem to count quite as much as who you know and how well you get along with them.

In my Unit, there is too much work and not enough staffing being done. We are always short-staffed and over-burdened. Although very little overtime for me, my supervisor works every night and every weekend and has been doing so for years.

I am not criticising the process per se, but the lack of staffing being done.

Increased mobility please. The attachment to a "position" is stifling. We managers should be rotated through different assignments on a regular basis and outside. Measurement Canada is small. The SOA concept is

starting to feel somewhat career limiting for me. The process to move people around should be based on learning and development needs, mutual respect and desire. The competitive atmosphere may be preventing manager to manager and manager-employee dialogue that would help move the organization forward.

MC has had a long practice of questionable staffing practices. Opportunities and promotions are largely limited to "yes" people. False or unnecessary requirements are created for position vacancies to screen out competent candidates. The entire process requires investigation and review by an external authority.

Mesures Canada pourrait évaluer les résultats écrits pour une compétition sans en savoir le nom de l'individu et faire administrer les entrevues par une tierce partie.
La décision finale devrait se faire par une tierce partie.

Most employees chosen for assignments are hand-picked by management. When indeterminate positions open in the organization, only these hand-picked employees are qualified to apply for them. While the process is difficult to grieve because on paper all steps are legitimately followed, it is nonetheless an unfair practice because only those selected for promotions are provided with the necessary training and experience.

Short Policy or ISD assignments for qualified and interested personnel. These will be the "employment areas" of the future so we should be exposing all individuals who have potential in these areas to the type of work that is done in these Directorates.

The title at top made me sneer: that's an indication. I cannot say that I am treated fairly on assignments. According to some, even if I have many years of service at Measurement Canada, I have no sufficient experience to try something else.

The peer recognition process is inherently flawed. The process of selecting recipients for the districts is nothing more than a popularity contest. Peer recognition should be for outstanding performance of their duties not for showing up for work consistently. However that may be outstanding in some offices.

Très souvent, des employés sont choisis pour faire un nouveau travail et une fois que la personne a effectué le travail pour un certain temps, Mesures Canada ouvre le poste à tous. Ça ne devient plus un concours à chances égales.

Additional thoughts

Even if some of my previous comments were not positive, this is the best

place I have ever worked. I think management is doing a good job and heads of departments are easy to work with.

I feel that some employees (not all) take their jobs for granted and it would serve them a lesson to work in the private sector.

I believe there should be greater accountability throughout the organization. Those employees who continually create problems and who by their actions do not support the mission, vision and values of Measurement Canada should be reprimanded and in extreme cases re-assigned.

I find that there is still a lot of tension and conflict between the major functional groups of the organization (i.e., Regional operations & HQ groups) which continues to hamper the effectiveness of some committees, teams, and work groups. It is critical that all managers ensure that their employees understand and respect the roles and functions of individual groups, and that their employees fully adhere to the organization's work values when working with colleagues within committees and work groups. Whereas Measurement Canada has been good at fostering open and honest communication, more must be done by the organization to ensure that this is balanced with mutual respect and professionalism. I still occasionally see comments openly directed by individuals towards others which question their thinking, actions, decisions and/or personal integrity in a demeaning way. I find this behaviour to be intimidating and demoralizing for myself and the other employees which must work with these individuals.

I'd love to see more information sessions as to where MC is headed over the current and next few years.

A few final comments...

Overall, I love my job and we all know that MC is a cut above many other departments or agencies, including private industry. Unfortunately, our unit has suffered tremendous stresses in the past year. Some of you may or may not have known about such stresses. In the past year, I knew first hand that 7 out of 10 people within the Informatics Division were actively looking for work elsewhere.

Certainly, the timing of this survey for the Informatics Division is not quite right, but I'm glad it's being done - especially for the benefit of other divisions and the organization as a whole. I have a lot of faith and respect for overall management outside our unit - from a few, even management style admiration. We hope it rubs off on our new CS-4. Depending on the successor, we may be in a similar predicament.

I'm glad - actually proud - to be an MC employee. But I have personally suffered from a lot of unnecessary work related stress in the last few years. Looking forward to the upcoming 360 Degree Feedback exercise.

Il est très important que chacun, chacune connaisse la mission et les objectifs de Mesures Canada avant de répondre à ce questionnaire afin de bien comprendre les questions et y répondre adéquatement.

Improvements to morale in the laboratory must be addressed.

It is VERY important for management and senior management to practice what they preach and to manage carefully with consideration, objectivity and respect. I hope that with recent events, the SMC can be more prudent with their decisions and get directly involved in selecting the appropriate candidates for acting positions(in a non competitive environment) . I am overall quite happy at MC. I believe that [...] is steering us in the right direction.

Je me sens privilégié de travailler à Mesures Canada. C'est un bon endroit où travailler. La seule chose que je reproche à certains gestionnaires est d'embaucher qui ils veulent, bien souvent avant d'avoir tenu un concours. Ce n'est pas tous les gestionnaires qui agissent de la sorte mais il y en a. Certains gestionnaires auraient avantage à gérer leurs groupes plus efficacement; c'est-à-dire qu'il y a des groupes à Mesures Canada où très peu de travail est effectué. C'est très démoralisant pour les bons employés. Un bon ménage d'employés serait de mise.

Je veux que mes commentaires soient traduits en anglais. Les délais de réponses sont souvent trop courts. Les priorités pour préparer les plans de travail sont trop longues à venir. Difficile de préparer des listes d'équipements techniques ou d'achats de véhicules quand on ne sait pas ce que nous ferons dans 2,3,4 ans. Trop de directives envoyées directement aux employés en même temps qu'au surveillants.

La direction devrait mettre de l'emphase sur la satisfaction de ses employés, d'éviter les situations fâcheuses qui abaisse le moral dans notre organization

MC requires external professional help to establish a system to ensure its managers and employees respect the mission, vision, and values the organization has established, the laws it is responsible for enforcing, as well as the policies and values of the Public Service. The system must hold all managers and employees accountable and have provision for nonconforming decisions, practices, and behaviours to be formally identified and investigated, and for corrective actions to be developed and implemented in a timely, effective, and transparent manner. Metrics

must be developed to measure the organization's "health" and performance and facilitate much needed improvement. Decision-making and communications processes must be made transparent.

Most of the inspection staff do not agree with the long term strategy of MC nor with the way it is being implemented.

My evaluation towards manager/supervisor was meant for my immediate supervisor, and at that level, I am very satisfied. Having a good supervisor as a buffer between me and management has been a godsend. Management, through ignorance, has shown it has no "people-skills". Its priorities are misplaced. Its insecurity is demonstrated by inconsiderate behaviour, bad judgement, and favoritism. Quiet excellence is not noticed, or not acknowledged while strong personalities rule.

There is little room for suggestions which might contravene plans. Decisions are made without seeking advice, sometimes blindly making decisions without getting the facts.

Overall, Measurement Canada is a good place to work. The manager of my department always does his/her best to accommodate the needs of his/her employees and I strongly feel that my work is valued.

Employees who are quiet, shy, don't quite "fit in" or are working away from their substantive work locations often feel excluded from the everyday activities of the organization. Being left out of the loop (out of sight, out of mind) can lead to missed opportunities for secondments or promotions and foster the perception that these opportunities are not based on merit.

Speaking from my standpoint only, I feel that there is too much hand-holding going on some work that belongs to others end up on my plate; little and big jobs that add up and chew up a lot of my time!!). I find myself required to do very time consuming support/clerical work of others because cannot rely on these people from other Directorates) to do their job right. As coordinator of many projects, I piece things together and prepare reports for management or prepare communications packages for clients. Clerical tasks related to other Directorates' input fall to me -- I am already swamped and the rightful owners of the work are not putting any effort into the task since management goes along with this diversion of responsibility. Not fair, has been going on for too long; needs to be fixed!!!!!!

I would have much less stress, anger, resentment, sense of being overwhelmed and more job satisfaction if I could concentrate on my real work.

The climate in the agency is fine, its the confining nature of the work and lack of developmental opportunities that is of concern. There is little movement of people in and out of MC or rotation of managers and professionals to keep them learning and engaged. We have about 7% of Industry Canada's people resources - let's make sure we are using them to their full potential. Perhaps we should measure this by asking staff how fully utilized they feel and cope with lack of career mobility.

The direction of the organization has to be clearly spelled out. The MVV's are still not clear. Questions regarding "monitoring" What is it? How will inspectors be involved? What are the long range objectives of the organization? Where are we going and how do the inspectors fit in this process?
